

RHODE ISLAND HEAD START WAGE COMPARABILITY STUDY

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IV. THANK YOU

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Finally, to the Head Start and Early Head Start workforce: Our hope is that this work informs the ongoing advocacy for the workforce in Rhode Island. Your work has never been more critical to vulnerable children and their families. Thank you for all you do!

V. ACRONYMS LIST

AA/AS	Associate of Arts/Science
ACS	American Community Survey
BA/BS	Bachelor of Art/Bachelor of Science degree
BEA	Bureau of Economic Analysis
BLS	Bureau of Labor Statistics
CCAP	Comprehensive Community Action Program
CCP	Child Care Partnership
CSCCE	Center for the Study of Child Care Employment
CDA	Child Development Associate™ credential
CDD	Child Development Division
COLA	Cost of Living Adjustment
CT	Connecticut
DLT	Department of Labor and Training
EBCAP	East Bay Community Action Program
ECE	Early Childhood Education
EHS	Early Head Start
EI	Early Intervention
EOHHS	Executive Office of Health and Human Services
FA	Family Advocate
FCC	Family Child Care
FDC	Family Development Credential™
FSW	Family Service Worker
HRA	Healthcare Reimbursement Arrangement
HS	Head Start
HSES	Head Start Enterprise System
HSPPS	Head Start Program Performance Standards
HSSCO	Head Start State Collaboration Office
K-12	Kindergarten through 12th Grade
MA	Massachusetts
MA/MS	Master of Arts/Master of Science degree
ME	Maine
NAEYC	National Association for the Education of Young Children
NH	New Hampshire
NIEER	National Institute for Early Education Research
OHS	Office of Head Start
PIR	Program Information Report
PDG B-5	Preschool Development Grant Birth - 5
Pre-K	Pre-Kindergarten
RI	Rhode Island
RIDE	Rhode Island Department of Education
RIHSA	Rhode Island Head Start Association
UPK	Universal Pre-K
VT	Vermont
WHSCDA	Woonsocket Head Start Child Development Association

VI. DEFINITIONS

Average: Sometimes also called “mean”, is the value resulting from adding up all the numbers and then dividing by the number of quantities.

CDA: According to NAEYC, the Child Development Associate (CDA) is a widely recognized credential in early childhood education administered by the Council for Professional Development. The CDA Credential guides early child care professionals as they work toward becoming qualified teachers of young children.

Compensation: See “income” and “wage”.

FDC: The Family Development Credential program collaborates with agencies to teach family workers how to coach families to set and reach their goals for healthy self-reliance. Initially based on Cornell University research, the interagency FDC program works in many states throughout the nation, teaching and credentialing frontline workers from public, private and non-profit service systems (e.g., home visitors, case managers, family resource center workers, community health workers).

Fringe benefit: A benefit in addition to salary; employers decide which benefits are offered and which employees are eligible for the benefit. Examples of fringe benefits include paid time off, insurance, and retirement.

Fringe rate: A fringe benefit rate is a percentage that results from dividing the cost of an employee's fringe benefits by the wages paid to the employee for the hours actually worked. Employers typically use a benefit rate calculation in budgeting to understand the full cost of hiring an employee, which needs to include that person's salary plus fringe benefits. See example [here](#).

Full-time: Assumes 2,080 working hours per year, or 40 hours per week. However, for some organizations 37.5 hours is considered full-time (for example, there are organizations where the half hour lunch is unpaid; this report also includes one organization where 37.5 hours reflects the agency's “grandfathering in” of longer-term employees who were hired before the 40 hour work week was initiated). There are also organizations that consider 30 hours full-time for fringe benefit purposes.

Household income: The combined gross income of all members of a household above a specified age. Individuals do not have to be related to be considered members of the same household.

Income: For the purposes of this study, “income” is defined as money that a person receives for time worked. It does not include benefits or the cash value of benefits. The study notes where there are differing definitions for income as used by various government agencies and data sources. Gross income (not net) is reported in this study.

Mean: See “average” above.

Median: The median is the middle point of a number set, in which half the numbers are above the median and half are below. To find the median for a set of numbers, the numbers have to be listed in numerical order from smallest to largest. As an average has the disadvantage of being affected by any

single value being too high or too low compared to the rest of the sample, sometimes a median is a better measure of a midpoint.

Median household income: The median divides the income distribution into two equal parts: one-half of the cases falling below the median income and one-half above the median. For households and families, the median income is based on the distribution of the total number of households and families including those with no income.

Median wage: An occupational median wage estimate is the boundary between the highest paid 50% and the lowest paid 50% of workers in that occupation. Half of the workers in a given occupation earn more than the median wage, and half the workers earn less than the median wage.

Salary: Payment from an employee to an employer. This report uses both hourly and annual salaries.

Salary parity: Employees in the same job and location are paid fairly relative to one another. When salary parity exists, there is no pay gap between two positions. It may also be called “pay parity”. NIEER defines salary parity as when the starting salaries and salary schedules are the same between state preschool and K-3 teachers.

Wage: This report includes hourly wages, or the amount of money received for time worked.

Wage compression: This occurs when a position receives an increase, but positions “above” it do not. It may also occur when a new employee is paid nearly the same or more than a longer-service employee in the same role. Wage compression has implications for both recruitment and retention of employees.

VII. INTRODUCTION

This wage and fringe benefits comparability study was undertaken to understand the current labor market in Rhode Island and its impact on the early education and child care workforce. The Head Start Act, Section 653¹ requires that Head Start programs:

- (1) Not pay less than the minimum wage;
- (2) Not exceed the average compensation paid in the area where the program is carried out; and
- (3) Pay compensation according to a salary scale based on training and experience.

The Office of Head Start has stated that employee compensation be guided by three factors: comparability, equity, and affordability². This report will look at comparability and equity, as the purpose of this study was not to engage in individual organization budget planning and determination of affordability.

- (1) Comparability: Positions are compensated at levels comparable to others in the communities in which they serve, and who bring similar qualifications
- (2) Equity: Within a Head Start/EHS program, similar levels of responsibility, education and experience area paid similarly without discrimination
- (3) Affordable: Compensation systems must be affordable by the Head Start agency

The Head Start Act requires that programs offer compensation that is “adequate to attract and retain qualified staff for the programs involved in order to enhance program quality”.³ This has become challenging at this crucial time for Rhode Island Head Start programs because the nation-wide child care and early education industry is badly crippled by the COVID-19 pandemic.

Major news outlets began reporting on the impact of the pandemic on early education and child care as early as April 2020. Within just three months, the growing impact of the pandemic was clear; The Washington Post wrote: “The child-care crunch triggered by the pandemic has rapidly become a crisis for many workers and companies that is hindering the economic recovery, disproportionately harming women and threatening to leave deep scars for years to come”⁴.

More recently, the New York Times wrote that companies were struggling to retain workers due to lack of child care, citing a July 2021 Census Bureau survey that found that 5% of families were not currently attending child care due to the pandemic⁵. While many low-income women may be eager to get back into the workforce, the uncertainty of child care caused by sickness and quarantines, the decreasing availability of child care slots, and the rising cost of child care to pay for increased COVID safety measures, has made their return challenging during the pandemic. While vaccines offered the hope of improving public health conditions and a “return to normal,” recent variants have again pushed the field to the brink.

¹ [Head Start Act Section 653](#)

² *Wage Comparability: A Guide for Conducting a Wage and Fringe Benefits Comparability Survey. Developed by the National Center on Program Management and Fiscal Operations with funding by the Administration for Children and Families.*

³ [Head Start Act Section 640\(a\)\(5\)\(A\)\(1\)](#).

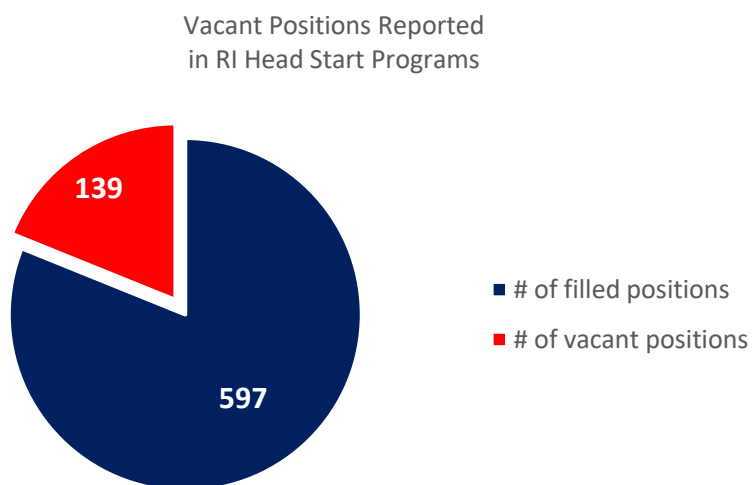
⁴ The Washington Post. [The big factor holding back the U.S. economic recovery: Child care](#). July 2020.

⁵ The New York Times. [Return to work? Not with child care in limbo, some parents say](#). August 5, 2021.

Perhaps the most jarring headline was NPR's January 20, 2022 article titled, *Parents and caregivers of young children say they've hit pandemic rock bottom*⁶. The article explores why child care workers are leaving the workforce, even as other sectors are hiring. In fact, The Center for the Study of Child Care Employment at UC Berkeley has found that 108,000 child care jobs have been lost since February 2020⁷. According to the Bureau of Labor Statistics, 3,700 child care jobs were lost in December 2021 alone⁸. Put another way, in the last three months of 2021, 3.7% of the child care workforce nationwide left child care⁹.

*The child care crisis in the U.S. predates the coronavirus pandemic. Average annual public spending on early childhood care across rich countries is \$14,436 per child. In the US, it's \$500. Child care is scarce, expensive for most families and of varying quality; and providers earn an average of around \$25,000 a year, even with specialized training and degrees.*¹⁰

Rhode Island Head Start programs are not immune to these challenges. According to survey data gathered from the seven Head Start/EHS programs in late December 2021, almost one-fifth (19%) of the positions in Rhode Island Head Start programs were vacant¹¹. The vast majority of these positions support children and families - teachers, associate teachers, home visitors, and family advocates. These vacancies have resulted in unopened classrooms and reduced actual enrollment in both Head Start and EHS in Rhode Island.



⁶ NPR. [Parents and caregivers of young children say they've hit pandemic rock bottom](#). January 20, 2022.

⁷ EdSource. [Child care industry struggles with job recovery](#), December 8, 2021.

⁸ BLS, [The Employment Situation – January 2022](#).

⁹ U.S. Department of Labor, Bureau of Labor Statistics. [The Employment Situation- December 2021](#).

¹⁰ NPR. [Parents and caregivers of young children say they've hit pandemic rock bottom](#). January 20, 2022.

¹¹ Of the 736 reported Head Start/EHS positions, 139 were vacant.

VIII. METHODOLOGY

The Office of Head Start's *Wage Comparability: A Guide for Conducting a Wage and Fringe Benefits Comparability Study*¹² was consulted in the completion of this study. This guide recommended a variety of helpful data collection methods and sources which were used in the development of this study.

1. COMPREHENSIVE SALARY AND FRINGE BENEFITS SURVEY

A comprehensive salary and fringe benefits survey for three stakeholder groups was developed and distributed by the consultants to existing Head Start agencies, child care agencies, and home visiting/early intervention agencies. The survey included both general organizational questions as well as position-specific questions. A copy of the [survey](#) can be found in the Appendix of this report.

The Office of Head Start guidance on wage comparability suggests selecting benchmark positions to review rather than reviewing all positions in an organization. This study sought to look comprehensively look at positions typical of a Head Start and Early Head Start program given seven Rhode Island Head Start and Early Head Start programs had stated their intent to participate in the project.

Table 1: Position functions included in the wage comparability survey

Teaching Staff	<ul style="list-style-type: none"> • Preschool Teachers • Preschool Assistant Teachers • Early Head Start/Infant/Toddler Teachers • Teacher Aides • Substitute Teachers • Family Child Care Providers • Family Child Care Assistants
Family Services and Home-Based Services Staff	<ul style="list-style-type: none"> • Family Service Workers • Home Visitors
Auxiliary Staff	<ul style="list-style-type: none"> • Administrative Assistants • Bus Drivers • Cook/Food Services • Custodians • Maintenance Workers
Content Area Staff	<ul style="list-style-type: none"> • Comprehensive Education Services staff • Comprehensive Family Services staff • Comprehensive Health Services staff
Administration	<ul style="list-style-type: none"> • Program Directors • Assistant Program Directors • Site Manager or Assistant Managers • Quality Assurance staff • Human Resources Oversight staff • Fiscal Management Oversight staff

¹² <https://eclkc.ohs.acf.hhs.gov/sites/default/files/pdf/wage-comparability-fringe-benefits-survey.pdf>

The survey included a sample position description and with key functions of the position as stated in the Head Start Program Performance Standards, as well as sample position titles. The position descriptions are embedded with the resulting data throughout this report.

The Office of Head Start's guidance on wage comparability surveys states that Head Start organizations should seek to understand comparability with organizations with which they directly compete for talent. The guidance suggests child care centers, pre-k programs, health care workers, social workers and case managers, and other family service programs are all examples of organizations that may have comparable positions.

A variety of organizations were solicited for participation in this comprehensive wage and fringe benefits survey. Organizations in Rhode Island as well as outside of Rhode Island were included in the solicitation. Organizations in Rhode Island were selected based on the geographic area where their services are offered; additionally, a mix of large and small child care organizations were solicited. Bordering Head Start programs in CT and MA were a high priority for inclusion in this project (two in CT, three in MA) because those organizations arguably compete for potential employees from the same candidate pools as neighboring RI organizations. Home visiting and early intervention programs were also solicited.

All potential survey respondents received an email introducing the project and asking about their interest in participating. Child care organizations were offered either a \$25 or \$50 Amazon gift card depending on the complexity of their business and anticipated survey response time (which ranged from 20 to 40 minutes). Phone calls were made to organizations for whom there was no named contact person or to address questions about the project. Once an organization expressed an interest in wanting to participate, they were given the survey and the consultant's contact information for questions. Child care providers, home visiting programs, and early intervention providers received a simplified survey that removed position functions that would not apply (for example, teachers were removed from the home visiting and early intervention provider survey). Any organization that received the survey received a minimum of two and maximum of four follow-up emails/phone calls from the consultants. Outreach took place December 2021 and January 2022.

Table 2: *Wage comparability survey respondents*

	Number solicited for involvement	Number interested in participating	Number that participated
CT Head Start Programs (bordering RI)	2	1	0
MA Head Start Programs (bordering RI)	3	3	2
RI Head Start Programs	7	7	7
RI Child Care Providers	19	7	2
RI Home Visiting Programs	3	1	1
RI Early Intervention Programs	1	0	0
Total	35	19	12

The overall survey response rate was 34%. Notably, just 2 of the 19 child care providers (10%) that were solicited submitted a completed survey. Organizations gave two reasons for not participating in the survey: (1) inability to complete the survey due to pandemic workforce conditions (such as child care closures, staff absence, and/or vacant staff positions); and (2) hesitation to participate in another study that may not result in the change they want to see in the child care and early education industry. Had all organizations that expressed interest participated, the response rate would have been 54%.

Survey responses are self-reported data, and as such, may contain errors and omissions. The consultants reviewed the survey responses to determine if there were any obvious errors or omissions and followed up with relevant respondents.

2. PUBLICLY ACCESSIBLE FEDERAL DATASETS

Because there is a lag in the release of Federal and State occupational wage data through channels such as the U.S. Census Bureau, a variety of non-governmental resources were also consulted.

Consultants reviewed federal datasets that are publicly accessible, including:

- American Community Survey (ACS) census data
- Bureau of Labor Statistics (BLS) for geographies in Rhode Island
- National Institute for Early Education Research (NIEER) aggregates federally-collected data
- KIDS COUNT aggregates federally-collected data
- Program Information Report (PIR) information about wages paid by position and staff qualifications. PIR is specific to Head Start and Early Head Start programs.

3. STATE-LEVEL DATA & REPORTS

Consultants reviewed state-level data and reports, including:

- Rhode Island Department of Labor and Training, Labor Market Information and Data Center
- Department of Human Services
- Reports from state-level organizations in early education and care, including Rhode Island KIDS COUNT
- Rhode Island Occupational Wage Report

4. WEBSITES FOR JOB SEEKERS

Consultants researched job postings on [Zip Recruiter](#), [Indeed](#), [CareerOneStop](#) and other sites that provide critical insight into current hourly wages for child care workers and similarly compensated fields in specific localities.

5. SCHOOLSRING - A WEBSITE SPECIFICALLY FOR JOBS IN EDUCATION

Consultants researched job postings on [SchoolSpring](#) which provides insight into public preschool teacher position descriptions and salaries by specific locality.

IX. KEY TAKEAWAYS

In the planning and execution of this study, Rhode Island Head Start and Early Head Start Program Directors expressed wanting to understand the competitiveness of the wages and fringe benefits paid relative to the labor market conditions in their community and the state of Rhode Island. The last time wages were increased in their organizations, 88% (6 of 7) said wages were increased in order to be competitive with the labor market¹³.

In February 2022, 57% (4 of 7) of Rhode Island Head Start and Early Head Start Program Directors believed that while the benefits provided by their organizations were competitive, the salaries were not; 29% (2 of 7) believed both salaries and benefits were competitive; and 14% (1 of 7) believed neither salary nor benefits were competitive. The Program Directors were most concerned about the competitiveness of wages for Head Start Teachers, Head Start Assistant Teachers, Early Head Start Teachers, Home Visitors, and Family Service Workers¹⁴.

This report confirms that concerns about wages paid to direct service staff are warranted. Key takeaways include:

1. National data suggests certain industries have seen significant increases in hourly wages during the pandemic, among them many low wage positions with similar required entry-level skills and qualifications. Such increases are due to labor market conditions as well as inflation. As a result, **Head Start programs are likely competing head-to-head with employers in industries such as food services, grocery, and more.** A variety of Rhode Island specific job postings were reviewed over a period of 2 months and found that the starting hourly wage for many entry-level positions in the community exceed the starting hourly wage for an entry-level Head Start program position with a similar education level.
2. **Head Start teacher compensation continues to lag behind their public school counterparts.** Rhode Island is among the top five paying states for teachers in the country. A review of data from the state pension system found that pre-pandemic (2018), RI public school teachers contributed 4.18% to their retirement and employers contributed 26.18% on a teacher's behalf¹⁵. Amongst the wage comparability survey respondents in this study, the highest retirement contribution was 5% from the employer. Because 87% of Rhode Island Head Start teachers have at least bachelor's degree, the Head Start community is recruiting "head-to-head" with the school districts. Even if hourly salary were comparable, no Head Start program represented in this report could match the retirement benefits of being a public school preschool teacher.
3. **Wage compression is significant.** According to the results of the wage comparability survey, wage compression is occurring within organizations and between organizations, and can be seen in multiple positions: Head Start Teachers, Early Head Start Assistant Teachers, health services staff and more. In the survey, 43% (3 of 7) Rhode Island Head Start and Early Head Start Program Directors stated that their program *always* addresses wage compression; the

¹³ Survey of Rhode Island Head Start and Early Head Start Program Directors, February 2022.

¹⁴ Ibid.

¹⁵ Bellwether Education Partners. <https://www.teacherpensions.org/state/rhode-island>

remaining Program Directors said wage compression is addressed *sometimes* or *rarely*. Without significant changes to internal planning and budgeting practices, wage compression will be exacerbated with the planned increases to the minimum wage that are forthcoming in Rhode Island.

4. **Rhode Island Head Start and Early Head Start programs lack flexibility to respond to changing market conditions.** Of the seven programs in Rhode Island, 43% (3 of 7) do not adjust salary/wages on an ad hoc basis based on a specific candidate or specific position. The majority of Head Start organizations do not award bonuses (other than COVID recovery funds), merit increases, and differential pay for bilingual staff.
5. **Some Rhode Island Head Start and Early Head Start Head Start programs may not have sufficient internal data to determine which positions are at greatest risk of vacancy;** only 29% (2 of 7) programs reported that they annually survey staff to learn how they feel about compensation and benefits. Additionally, only 29% (2 of 7) always conduct an exit interview when someone leaves a position.

X. RECOMMENDATIONS FOR NEXT STEPS

The issue of low wages and the early childhood workforce has been well studied, with researchers and policy advocates supporting a variety of federal- and state-level strategies including higher subsidy rates, compensation incentives and/or scholarships for higher education, direct wage supplementation, and refundable tax credits among others¹⁶. This study was commissioned in service to the Rhode Island Head Start and Early Head Start community, and the resulting recommendations are for program leaders to consider in the planning and administration of their programs. This study should be consulted to guide understanding about wage and compensation competitiveness relative to the field and to guide decisions about the allocation of resources. Such decisions may include:

1. **Development of a salary schedule:** A wage comparability study is a guide; it is not a salary schedule. Individual organizations are encouraged to review their wage and benefits data relative to this report to determine what salary schedule adjustments may be warranted to support competitive compensation. Salary schedules that provide an hourly range based on qualifications and experience will allow program leaders to make decisions about competitive starting salary as needed based on changing labor market conditions.
2. **Respond to wage compression:** Rhode Island Head Start programs have historically sought to hire teachers with a bachelor's degree, which exceeds the Head Start regulatory requirements. Amongst New England grantees, Rhode Island has the highest percentage of Head Start teachers with at least a bachelor's degree (87%). However, Head Start compensation cannot compete with school district teachers for whom the bachelor's degree is also required. While this issue has been discussed at the federal level and recommendations abound, no proposed legislation exists at this time to address the early childhood and child care wage crisis.

Until such time as federal funding can be used to support parity between Head Start and school districts, the issue of minimum qualifications and their impact on wage compression demands attention. There are several examples of wage compression in this report. For example, there is significant wage compression between Head Start teachers and assistant teachers both within and between organizations. This means that teachers with an Associate's degree and teachers with a Bachelor's degree have similar salary ranges. In fact, the highest paid teacher position from the wage comparability survey is a teacher position with an Associate's degree. Rhode Island Head Start programs may need to consider hiring at the Associate's degree level and creating a salary schedule that compensates teachers with a bachelor's degree more closely to the labor market conditions.

The issue of minimum stated qualifications applies to other positions as well. The wage comparability survey found Early Head Start teachers with a CDA are out-earning Early Head Start teachers with an Associate's degree. In the area of health services, there are positions requiring an associate's degree where the average starting and maximum salary are higher than that of similar positions requiring a bachelor's degree. Ideally, additional data would be collected from other Rhode Island organizations to better understand the scope of this challenge, as increasing the sample size would allow for better identification of outlier data.

¹⁶ Abt Associations. [Rhode Island PDG B-5 Workforce Needs Assessment Final Report](#). October 11, 2019.

However, the learning from this report is that there are multiple positions where there is little incentive to work towards a degree.

- 3. Market fringe benefits as part of recruitment for new hires:** This report highlights certain industries and positions where the hourly wage for a similarly skilled worker exceeds that of the average hourly wage in the organizations that participated in this wage study. What distinguishes the Head Start programs from other low-wage positions are the fringe benefits as a percentage of total compensation. Communication and marketing of the fringe benefits offered as part of the recruitment process for new hires is one way to distinguish the Head Start position offering from that of a similar position outside of Head Start.
- 4. Updating the Community Assessment:** Elements of this report can be used to inform the community assessment update in the next refunding application to the Office of Head Start, including the sections on Minimum Wage, Living Wage, and Median Household Income. Such information should be used to consider how changes in wages impact the number of estimated eligible children and families as well as workforce recruitment and retention.
- 5. Collaboration and advocacy:** Historically, Head Start has used wage comparability studies as a means to assess competitiveness relative to the early education and child care field. This report includes information about the Rhode Island labor market and makes the argument that the larger obstacle facing Head Start may not be other early education providers, but rather similar (historically) low paying, hourly wage positions. The pandemic has resulted in dramatic increases in hourly wages for select industries – grocery, bus drivers, fast food, etc. – yielding the Head Start and Early Head Start starting salary non-competitive in comparison. This is especially true considering the many entry barriers with a Head Start program including a degree in higher education and multi-level background check. Addressing this will require the seven Rhode Island Head Start grantees to work together and advocate for changes in their state’s funded enrollment and cost per child in order to compensate more competitively.
- 6. Implement human resources best practices to learn how employees feel about their wages and benefits:** The majority of Rhode Island Head Start and Early Head Start programs do not regularly survey staff to learn how they feel about their wages and benefits (this would include asking questions about their satisfaction with current benefits, inquiring about what additional benefits employees are interested in, and asking how employees want to be recognized and rewarded for their work and service to the organization). The majority also do not conduct exit interviews (to assess an employee’s reason for leaving, satisfaction while in the position, and what could have been done to retain the employee). Such information should be gathered routinely and utilized as part of program planning and budgeting.

XI. WHAT WE LEARNED

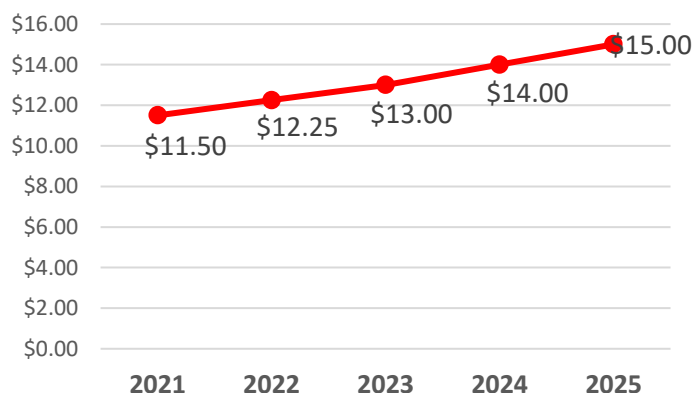
1. WAGE STATISTICS IN RHODE ISLAND

To understand the larger picture of wages in Rhode Island, the authors considered publicly accessible information about minimum wage, living wage, and median household income. This information is valuable to the Head Start community as it provides insight into the living conditions and financial needs of employees.

A. MINIMUM WAGE

The Rhode Island minimum wage was recently increased from \$11.50 to \$12.25 per hour, with the goal of increasing minimum wage to \$15 per hour over a period of four years. According to the Office of the Governor, “The Rhode Island Department of Labor & Training estimates that the new law will raise wages for approximately 70,000 workers by 2022 and approximately 140,000 workers by 2025¹⁷”.

Figure 1: Rhode Island minimum wage



The impact of increasing the minimum wage is significant for the early education community. The wage comparability survey data revealed that there are positions earning at or just above minimum wage right now. As minimum wage increases, and lower wage employees receive an increase in their hourly rate, it can immediately cause wage compression, whereby a position receives an increase, but positions “above” it do not. This can result in a variety of organizational challenges, including:

- (1) Staff turnover;
- (2) Recruitment efforts for new staff may suffer when there is disconnect between a published pay rate and the broader labor market;
- (3) Reduced employee motivation to secure additional training or education when they do not see upward mobility and wage increase as a possibility; and
- (4) New hires become more expensive than existing employees whose salary has not increased.

For all these reasons, it will be imperative to RI Head Start programs to use information in this wage comparability study to analyze and address compensation.

¹⁷ Office of the Governor. [Press Release](#). May 20, 2021.

B. MEDIAN WAGE



me·di·an wage

/ˈmēdēən wāj/

An occupational median wage estimate is the boundary between the highest paid 50% and the lowest paid 50% of workers in that occupation. Half of the workers in a given occupation earn more than the median wage, and half the workers earn less than the median wage.

As of March 10, 2022, the Rhode Island median hourly rate was 11.4% higher than the US median hourly wage of \$20.17¹⁸.

Table 3: *Rhode Island median wage*

Location	Minimum Wage	Median Wage
Rhode Island	\$12.25/hour	\$22.77/hour
United States	\$7.25/hour	\$20.17/hour

¹⁸ DLT, Labor Market Information, <https://dlt.ri.gov/sites/g/files/xkqbur571/files/documents/pdf/lmi/wagereport.pdf>

C. LIVING WAGE

Rhode Island has a high cost of living - only eight other states and the District of Columbia have a higher cost of living¹⁹.



liv·ing wage

/ˈˌlɪvɪŋ ˈwɑːj/

Living wage is a measure of the minimum earnings necessary to meet a family's basic needs while maintaining self-sufficiency.

The Living Wage Calculator at Massachusetts Institute of Technology (MIT) depicts living wage by family size and number of workers in the family. Expenses that factor into the calculation of living wage include food, child care, medical, housing, transportation, civic,²⁰ taxes, and other. The Living Wage Calculator is updated annually in the first quarter of the calendar year, using data as of December 31st from the previous year²¹. The table below depicts both the hourly wage and the annual income (before taxes) an individual must earn to support themselves and their family by county in Rhode Island.

Table 4: Living wage calculation by County, Rhode Island 2020²²

County	Wage / Income	Family size					
		1 Adult, ²³ 1 Child ²⁴	1 Adult, 2 Children ²⁵	2 Adults (1 Working), 1 Child	2 Adults (1 Working), 2 Children	2 Adults (Both Working), 1 Child	2 Adults (Both Working), 2 Children
Bristol County	Hourly wage	\$34.01	\$45.15	\$27.67	\$31.98	\$18.42	\$24.47
	Annual income	\$70,738	\$93,914	\$57,552	\$66,513	\$76,630	\$101,788
Kent County	Hourly wage	\$30.76	\$38.65	\$27.67	\$31.98	\$16.79	\$21.22
	Annual income	\$63,974	\$80,385	\$57,552	\$66,513	\$69,866	\$88,259
Newport County	Hourly wage	\$31.73	\$39.38	\$29.58	\$33.20	\$17.28	\$21.58
	Annual income	\$66,001	\$81,901	\$61,531	\$69,051	\$71,893	\$89,775
Providence County	Hourly wage	\$30.66	\$38.46	\$27.67	\$31.98	\$16.75	\$21.12
	Annual income	\$63,783	\$80,002	\$57,552	\$66,513	\$69,674	\$87,876

¹⁹ [Missouri Economic Research and Information Center](#). Data are as of the third quarter of 2021.

²⁰ Glasmeier, Amy K. *The Living Wage Tool Update*. 2021. Massachusetts Institute of Technology. [livingwage.mit.edu](#). According to the author, "civic" was added in 2019-2020 to depict costs associated with civic engagement: "pets, reading materials, movie and museum attendance, children's sports, clubs, and outdoor recreation."

²¹ Glasmeier, Amy K. *Living Wage Calculator*. 2020. Massachusetts Institute of Technology. [livingwage.mit.edu](#). The author requires that any changes or transformations to the data be described when the data is reported. No changes or transformations were made.

²² *Ibid.*

²³ Per [About the Living Wage Calculator](#), the calculator assumes that when one adult is working in the household, that the adult is working full time (defined as 40 hours a week or 2,080 hours annually).

²⁴ Per [About the Living Wage Calculator](#), families with 1 child are assumed to have a 4 year old.

²⁵ Per [About the Living Wage Calculator](#), families with 2 children are assumed to have a 4 year old and 9 year old.

County	Wage / Income	Family size					
		1 Adult, ²³ 1 Child ²⁴	1 Adult, 2 Children ²⁵	2 Adults (1 Working), 1 Child	2 Adults (1 Working), 2 Children	2 Adults (Both Working), 1 Child	2 Adults (Both Working), 2 Children
Washington County	Hourly wage	\$31.25	\$39.45	\$27.85	\$32.16	\$17.04	\$21.62
	Annual income	\$65,003	\$82,053	\$57,936	\$66,901	\$70,894	\$89,927

Paying a living wage is often associated with being an organizational value. In Head Start, many grantee organizations are community action agencies, which have a history rooted in the 1965 War on Poverty and supporting individuals with self-sufficiency. When the community action agency does not pay a living wage, practice and philosophy can appear to be in conflict.

For a single adult with one child, median child care worker wages do not meet a living wage in any state, yet many early educators are themselves also parents, with children at home.²⁶

²⁶ [Early Childhood Workforce Index 2020, Introduction & Policy Recommendations.](#)

D. MEDIAN HOUSEHOLD INCOME



me·di·an house·hold in·come

/ˈmēdēən ˈhous,(h)ōld ˈin,kəm/

The median divides the income distribution into two equal parts: one-half of the cases falling below the median income and one-half above the median. For households and families, the median income is based on the distribution of the total number of households and families including those with no income.

Information about median household income in each community served by the seven Head Start/Early Head Start programs was obtained by county. In 2019, the Rhode Island statewide median household income was \$70,383. The table below shows that median household incomes in the counties served by three of the Head Start grantee programs were higher than the statewide average (CHILD, Inc., Tri-County Community Action Agency, and EBCAP).

Table 5: Median household income by Head Start/EHS service area communities, 2019²⁷

RI Head Start Agency	Geographic Area	County	Median household income
N/A	Rhode Island statewide	N/A	\$70,383
EBCAP	Barrington, Bristol, Warren	Bristol	\$87,926
	East Providence	Providence	\$62,165
	Jamestown, Little Compton, Middletown, Newport, Portsmouth, Tiverton	Newport	\$80,862
	<i>Average for all EBCAP communities</i>		\$76,984
CHILD, Inc.	Coventry, East Greenwich, Warwick, West Greenwich, West Warwick	Kent	\$74,230
	<i>Average for all CHILD, Inc. communities</i>		\$74,230
Children's Friend	Central Falls, Cumberland, Lincoln, Pawtucket, Providence	Providence	\$62,165
	<i>Average for all Children's Friend communities</i>		\$62,165
CCAP	Cranston	Providence	\$62,165
	<i>Average for all CCAP communities</i>		\$62,165
Meeting Street	Providence	Providence	\$62,165
	<i>Average for all Meeting Street communities</i>		\$62,165
Tri-County Community Action Agency	Burrillville, Foster, Glocester, Johnston, North Providence, North Smithfield, Scituate, Smithfield	Providence	\$62,165
	Charlestown, Exeter, Hopkinton, Narragansett, New Shoreham, North Kingstown, Richmond, South Kingstown, Westerly	Washington	\$86,450
	<i>Average for all TCCAA communities</i>		\$74,308

²⁷ Bureau of Labor Statistics, [Local Area Unemployment Statistics \(LAUS\) data](#), which includes data about median household income. The 2019 data is the latest BLS county-level data available.

WHSCDA	Woonsocket	Providence	\$62,165
	<i>Average for all WHSCDA communities</i>		<i>\$62,165</i>

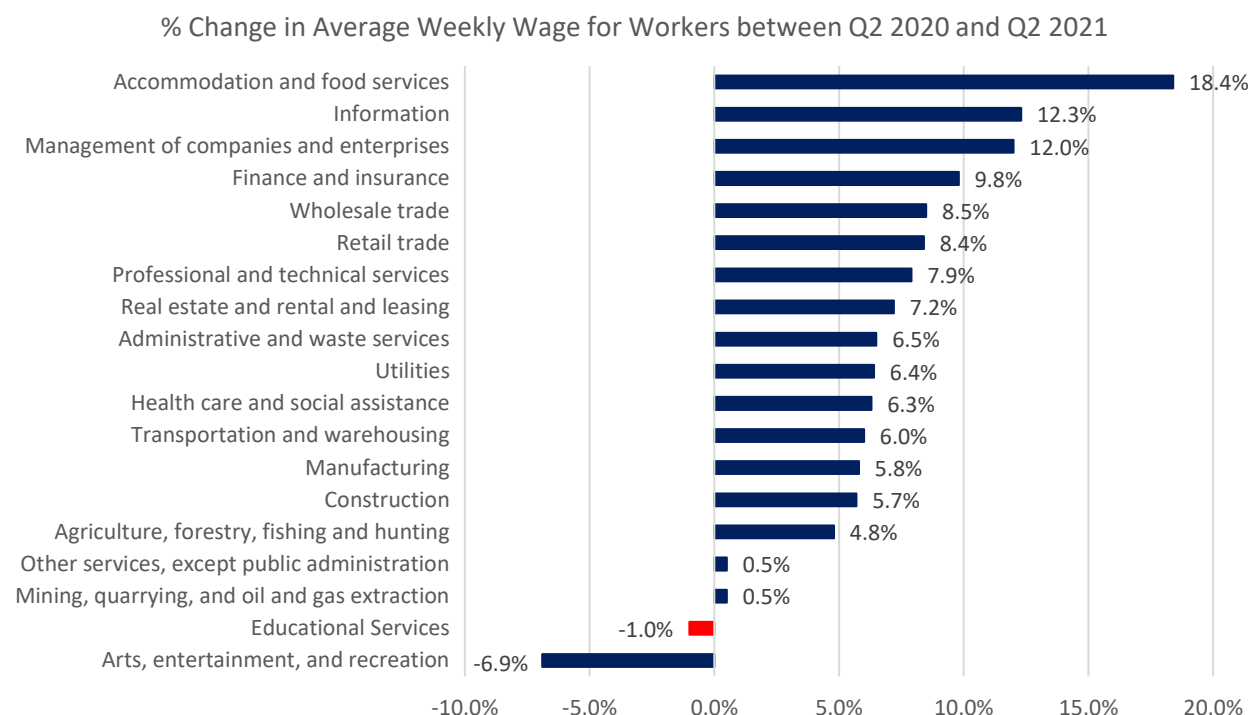
2. NATIONAL WAGE & EMPLOYMENT TRENDS

A. AVERAGE WEEKLY WAGES FOR MOST LOW-WAGE WORKERS ARE INCREASING, BUT NOT FOR THOSE IN EDUCATION

This wage comparability study sought to understand how the competitive labor market may impact recruitment and retention in the early education field.

The Pew Research Center was consulted for guidance on which hourly positions might potentially create competition for the early childhood workforce. A December 2021 article notes that Pew's analysis of changes in average weekly wages for private sector workers from Q2 2020 to Q2 2021²⁸ found food services had increased 18.4%, retail trade had increased 8.4%, and health care and social assistance had increased 6.3%. Meanwhile, educational services actually declined 1%²⁹. Other industries have been able to raise their benefits and their wages at a time when early care and education programs have not been able to implement systematic and sustained wage increases.

Figure 2: Change in average weekly wage for workers between Q2 2020 and Q2 2021³⁰



²⁸ Q = quarter. For example, Q2 is April – June within a calendar year.

²⁹ Pew Research Center. [Many U.S. workers are seeing bigger paychecks in pandemic era, but gains aren't spread evenly.](#) December 22, 2021.

³⁰ Ibid.

B. COVID-19 DRIVEN REALLOCATION SHOCK IS BENEFITING LOW-WAGE WORKERS

The world is currently in the midst of a COVID-19 driven *reallocation shock*³¹. According to The Brookings Institution, reallocation shocks often come in the wake of recessions or significant economic shifts that cause workers to permanently lose their jobs, forcing them to move to new companies, new places, or new industries to get rehired. During past reallocation shocks, job losses were concentrated among production sector jobs and workers were often forced into lower-paying service sector jobs.

But in COVID-19, job losses are concentrated in traditionally low-paying front-line services such as accommodation, food services, retail, and child care which rely on in-person service and cannot be done remotely. Many workers do not want to subject themselves to difficult working conditions and potential safety risks for the low wages that these jobs have historically offered.

*Workers aren't just sitting on the sidelines—they are opting to move into new jobs, ones that either have higher wages, safer working conditions, or other factors that make them more appealing.*³²

³¹ The Brookings Institution. [Why the pandemic's record-breaking quit rates are a boon to workers](#). January, 12 2022.

³² *Ibid.*

C. ALTHOUGH RISING, WAGES ARE STILL LOW

In December 2021, The Brookings Institution released a report that analyzed wages for US hourly workers at 13 of the largest and most profitable retail, grocery, and fast food companies in America during the first year of the pandemic. Together, these 13 companies employ nearly 5 million US workers. Their report³³ provides a glimpse of the rapid increases in wages - both nominal change (actual change) and real change (change in wages that account for inflation); in other words, what the change actually means for the employee.

The report found that nominal pay increased, sometimes significantly, at all but two of the 13 companies. But inflation has erased most of the average gains. Since January 2020, inflation rose over 7% through October 2021. Without inflation, as measured by the Consumer Price Index, the average pay increase would have been 10%.

*Are frontline workers better off economically today than when the pandemic began?
And if they are, is “better” even good enough for what they deserve?³⁴*

As The Brookings Institution states, “Headlines about rising wages for frontline workers—even rising real wages—often obscure the reality that wage levels are still low. In today’s inflationary environment, even as wages rise, so does the minimal threshold for an acceptable wage level.”³⁵ Even as wages are increasing, in real terms wage levels are still very low and frontline workers continue to be the lowest paid. The nominal wage gains they are enjoying have been largely negated by high inflation, but if sustained, they would represent a real and positive gain for workers.

Table 6: Nominal versus real average wages

Company	January 2020 average wage	October 2021 average wage	Nominal change	Real Change
Amazon	\$15.75	\$18.50	+17%	+10%
Walmart*	\$14.00	\$16.40	+17%	+9%
Starbucks	—	\$14.00	+15%	+9%
Macy’s	—	—	+15%	+8%
Chipotle	\$13.00	\$15.00	+15%	+8%
McDonalds	—	\$13.00	+10%	+7%
Target	\$14.48	\$16.06	+11%	+3%
CVS	\$15.00	\$16.50	+10%	+3%
Walgreens	\$14.41	\$15.80	+10%	+2%
Kroger	\$15.00	\$16.25	+8%	+1%
Best Buy ³⁶	—	\$17.67	+4%	-2%
Gap	—	—	0%	-7%
Lowe’s	—	—	0%	-7%

³³ The Brookings Institution. [With inflation surging, big companies’ wage upticks aren’t nearly enough](#). December 31, 2021.

³⁴ Ibid.

³⁵ Ibid.

³⁶ *The Brookings Institution Report states that, “when Walmart and Best Buy increased wages, they also eliminated performance bonuses for frontline workers. Therefore, these wage increases are overstated.”

D. THE CHILD CARE INDUSTRY IS IN CRISIS AND WOMEN ACCOUNT FOR 95% OF THE CHILD CARE WORKFORCE

Women account for 95% of the child care workforce in the US; between February and August 2020, just 6 months into the pandemic, more than 20% of the nearly 1 million people employed in the US as child care providers had lost their job³⁷. According to the U.S. Department of Treasury, child care is a critical and underfunded part of the American economy, responsible for employing one in every 55 working women in the U.S.³⁸. The pandemic has exacerbated the hardship for everyone, but especially the child care industry which is dominated by women.

Even before the COVID-19 pandemic struck, the historical and pervasive undervaluing of labor performed by women and especially women of color had created one of the most underpaid workforces in the United States. Economic insecurity is widespread among the ECE workforce, regardless of years of tenure in the field or higher education degrees. And as difficult as it is for anyone to be an early educator in America, it's even worse for Black and Latina women, who face persistent wage gaps and belong to communities hardest hit by the pandemic.

Continuing to pay early educators poverty-level wages out of an expectation that women, especially women of color, will continue to do this work for (almost) free — either out of love for children or because they have few other options — perpetuates sexism, racism, and classism in the United States. Disrupting historical notions of early education and care as unskilled and of little value requires social recognition of early educators' crucial contributions and a re-imagining of the entire early care and education system.

Early educators' poor working conditions are not inevitable, but a product of policy choices that have consistently let down the women who are doing this essential work. It's time for the system to change. Making early care and education an attractive field now and in the future means fundamentally reshaping early childhood jobs to provide fair compensation and reasonable working conditions, not least during a pandemic that continues to pose serious health and financial risks to early educators. Not only will this change make a meaningful difference to the financial lives of current and future early educators, but it will be a major step toward recognizing the value of historically feminine work and establishing a racially and gender-just society.³⁹

Early educators' poor working conditions are not inevitable, but a product of policy choices that have consistently let down the women who are doing this essential work.

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³⁷ NPR. [1 in 5 Child Care Jobs Were Lost Since Pandemic Started. Women Are Affected Most](#). August 2020.

³⁸ U.S. Department of the Treasury. [The Economics of Child Care Supply in the United States](#). September 2021.

³⁹ [Early Childhood Workforce Index 2020, Introduction & Policy Recommendations](#)

⁴⁰ Ibid.

3. WAGE & EMPLOYMENT TRENDS IN RHODE ISLAND

A. RHODE ISLAND'S EDUCATION SECTOR GENERALLY PAYS WELL

Reports from reputable think tanks and economic institutions were reviewed to determine which sectors should be part of this report given pandemic conditions. One such resource is the *Rhode Island Occupational Wage Report, 2020*⁴¹. This report provides estimated wage rates and employment estimates by state and industry for over 550 detailed occupations, arranged in 23 major classifications.

Preschool teachers fall into the *Educational Instruction & Library Occupations* classification. According to this report, Rhode Island employs 31,860 people in the Educational Instruction & Library Occupations sectors and is one of the top 5 paying states in this sector nationally.

Table 7: Top paying states in the US - Annual mean wage of educational instruction and library occupations, 2020⁴²

State	Hourly Mean Wage	Annual Mean Wage
District of Columbia	\$38.96	\$81,030
New York	\$36.73	\$76,390
Massachusetts	\$36.08	\$75,040
Maryland	\$34.63	\$72,040
Rhode Island	\$33.79	\$70,280

New England Head Start PIR data for teacher and assistant teacher average wages is included in [Appendix 1](#) of this report. Rhode Island Head Start teachers average \$40,735. While this is the highest Head Start teacher average salary among the New England states, it is nearly \$30,000 less than the average Rhode Island teacher wage depicted in Table 7.

What is not reflected in the table above are the many benefits that teachers receive through their employers and how these benefits may differ from those that a community-based organization such as a Head Start program, non-profit or for-profit child care or preschool may offer. In addition to wages, what sets school district employees apart from their community-based counterparts is the retirement/pension system. The State of Rhode Island Employees' Retirement System includes state employees, teachers, municipal employees, correction officers, police and others. In 2018, the average teacher pension value was \$25,103 annually and the median pension value was \$27,000 annually. Teachers contributed 4.18% and employers contributed 26.18%⁴³. There are no organizations included in the survey that contribute more than 5%.

[Table 13](#) and [Table 14](#) in this report show the overall fringe rate for the Head Start agencies that were surveyed and the types of fringe provided, respectively.

⁴¹ <https://dlt.ri.gov/sites/g/files/xkqbur571/files/documents/pdf/lmi/wagereport.pdf>

⁴² <https://www.bls.gov/oes/current/oes250000.htm>

⁴³ Bellwether Education Partners. <https://www.teacherpensions.org/state/rhode-island>. In addition to participation in the pension system, some school districts also participate in Social Security.

B. PRESCHOOL TEACHERS' WAGES LAG SIGNIFICANTLY BEHIND KINDERGARTEN TEACHERS IN RHODE ISLAND

Sadly, while education may be a top-paying field overall, preschool teachers are the absolute lowest paid occupation of all the occupations in the entire Educational Instruction and Library Occupations classification in Rhode Island.

Table 8: All educational instruction and library occupations in Rhode Island⁴⁴

Occupation	Hourly median wage	Annual median wage	Hourly mean wage	Annual mean wage
Preschool Teachers, Except Special Education	\$14.32	\$29,800.00	\$16.93	\$35,220.00
Substitute Teachers, Short-Term	\$14.37	\$29,890.00	\$19.23	\$40,010.00
Special Education Teachers, Preschool	-	\$30,390.00	-	\$38,960.00
Teaching Assistants, Except Postsecondary	-	\$34,790.00	-	\$35,840.00
Self-Enrichment Teachers	\$19.84	\$41,270.00	\$21.73	\$45,190.00
Teaching Assistants, Postsecondary	-	\$46,200.00	-	\$45,100.00
Museum Technicians and Conservators	\$22.27	\$46,320.00	\$23.23	\$48,320.00
Career/Technical Education Teachers, Postsecondary	\$25.13	\$52,280.00	\$27.55	\$57,300.00
Library Technicians	\$25.36	\$52,760.00	\$25.38	\$52,790.00
Archivists	\$25.59	\$53,230.00	\$27.81	\$57,850.00
Educational Instruction and Library Workers, All Other	\$27.35	\$56,890.00	\$28.08	\$58,400.00
Curators	\$27.38	\$56,950.00	\$28.85	\$60,020.00
Instructional Coordinators	\$28.82	\$59,940.00	\$30.33	\$63,080.00
Adult Basic Education, Adult Secondary Education, and ESL Instructors	\$30.38	\$63,200.00	\$31.65	\$65,830.00
Social Work Teachers, Postsecondary	-	\$64,050.00	-	\$70,390.00
Educational Instruction and Library Occupations - All	\$31.25	\$65,000.00	\$33.79	\$70,280.00
Criminal Justice and Law Enforcement Teachers, Postsecondary	-	\$66,290.00	-	\$79,630.00
Librarians and Media Collections Specialists	\$32.12	\$66,810.00	\$33.12	\$68,890.00
Education Teachers, Postsecondary	-	\$71,670.00	-	\$78,750.00
Special Education Teachers, All Other	-	\$71,750.00	-	\$70,060.00
Elementary School Teachers, Except Special Education	-	\$74,570.00	-	\$71,640.00
Art, Drama, and Music Teachers, Postsecondary	-	\$75,020.00	-	\$82,860.00
Special Education Teachers, Kindergarten and Elementary School	-	\$78,080.00	-	\$75,350.00
Foreign Language and Literature Teachers, Postsecondary	-	\$78,310.00	-	\$89,070.00
Middle School Teachers, Except Special and Career/Technical Education	-	\$78,490.00	-	\$76,050.00
Psychology Teachers, Postsecondary	-	\$78,560.00	-	\$90,340.00
Secondary School Teachers, Except Special and Career/Technical Education	-	\$79,010.00	-	\$76,270.00
Special Education Teachers, Middle School	-	\$79,160.00	-	\$77,610.00
English Language and Literature Teachers, Postsecondary	-	\$81,070.00	-	\$94,400.00

⁴⁴ <https://data.bls.gov/oes/#/geoOcc/Multiple%20occupations%20for%20one%20geographical%20area>

Occupation	Hourly median wage	Annual median wage	Hourly mean wage	Annual mean wage
Kindergarten Teachers, Except Special Education	-	\$81,880.00	-	\$79,150.00
Career/Technical Education Teachers, Secondary School	-	\$81,890.00	-	\$79,160.00
Special Education Teachers, Secondary School	-	\$83,630.00	-	\$80,490.00
Nursing Instructors and Teachers, Postsecondary	-	\$84,530.00	-	\$87,700.00
Mathematical Science Teachers, Postsecondary	-	\$84,790.00	-	\$108,600.00
Computer Science Teachers, Postsecondary	-	\$91,360.00	-	\$101,920.00
Tutors and Teachers and Instructors, All Other	-	\$91,730.00	-	\$90,040.00
Physics Teachers, Postsecondary	-	\$91,930.00	-	\$104,630.00
Biological Science Teachers, Postsecondary	-	\$93,330.00	-	\$101,340.00
Chemistry Teachers, Postsecondary	-	\$96,540.00	-	\$113,950.00
History Teachers, Postsecondary	-	\$99,900.00	-	\$112,740.00
Philosophy and Religion Teachers, Postsecondary	-	\$100,550.00	-	\$119,520.00
Area, Ethnic, and Cultural Studies Teachers, Postsecondary	-	\$103,850.00	-	\$115,770.00
Business Teachers, Postsecondary	-	\$104,280.00	-	\$131,590.00
Architecture Teachers, Postsecondary	-	\$104,470.00	-	\$117,380.00
Sociology Teachers, Postsecondary	-	\$106,900.00	-	\$127,220.00
Political Science Teachers, Postsecondary	-	\$123,860.00	-	\$144,260.00
Economics Teachers, Postsecondary	-	\$148,520.00	-	\$183,130.00
Social Sciences Teachers, Postsecondary, All Other	-	-	-	-
Health Specialties Teachers, Postsecondary	-	-	-	-
Communications Teachers, Postsecondary	-	-	-	-

In addition, the poverty rate for early educators in Rhode Island is 26 percent, much higher than for Rhode Island workers in general (10.2 percent) and 11 times as high as for K-8 teachers (2.4 percent).⁴⁵

Much has been written about the challenge of preschool teacher salaries in the private and nonprofit sector relative to their school district peers. The National Institute for Early Education Research (NIEER) is one of the country's foremost experts on the study of salary parity. Salary parity is defined by NIEER as when the starting salaries and salary schedules are the same between state preschool and K-3 teachers. NIEER has issued a State of Preschool report every year for the past 20 years. The 2018 report found that of seven states to provide data on salary parity, just one state - Rhode Island - had salary parity for preschool teachers in private settings⁴⁶. The Rhode Island State Pre-K program is provided in public schools, Head Start programs, and private childcare. Teachers must hold a BA in early childhood education which is a higher minimum qualification than the Head Start program. However, Rhode Island Head Start programs partner with State Pre-K and typically recruit teachers with a BA. In 2020-2021, 87% of Rhode Island Head Start teachers had a BA or advanced degree, far exceeding the HSPPS qualification requirement of an AA (just 13% held an AA)⁴⁷.

⁴⁵ [Center for the Study of Child Care Employment](#). Rhode Island State Profile.

⁴⁶ [NIEER Pre-K Data Snapshot: State Pre-K Policies: Salary Parity Varies with Teacher Qualifications and Setting](#). January 3, 2020.

⁴⁷ PIR data, program year 2021. State Level Staff Qualification Data Export.

Rhode Island early educators with a bachelor's degree are paid 31.1 percent less than their colleagues in the K-8 system.⁴⁸

Ultimately, preschool teachers' wages lag significantly behind kindergarten teachers in Rhode Island. The Center for the Study of Child Care Employment at the University of California Berkeley published an Early Childhood Workforce Index in 2020 that found that the median preschool teacher wage was \$13.80 per hour while the median kindergarten teacher wage was \$46.76 per hour. Their report states: "Rhode Island early educators with a bachelor's degree are paid 31.1 percent less than their colleagues in the K-8 system. The poverty rate for early educators in Rhode Island is 26 percent, much higher than for Rhode Island workers in general (10.2 percent) and 11 times as high as for K-8 teachers (2.4 percent)."⁴⁹

Job postings for school administrators, teachers, and other school-based positions job postings in Rhode Island were reviewed in November 2021 and again in January 2022 to determine what positions were being recruited during the time this study took place, and the relative priority for early education professionals. Many open positions were for school leaders (such as principals and assistant principals) which require a master's degree and Rhode Island certification as a business administrator and are not comparable to a position in a Head Start organization. There were some postings for preschool teachers, special education teachers and elementary teachers, all of which require Rhode Island teacher certification and a bachelor's degree. Notably, of 66 job postings reviewed across the state, only 20 (30%) provided any salary information in the job posting. Typically salaries were included for non-teaching positions.

One position where hourly rate information is readily available is for classroom substitute teachers. For example, in Central Falls a substitute position was offered at \$160/day with a \$300 sign on bonus. Woonsocket offered \$100 per day as a substitute with 60 college credits or an AA degree. Such positions offer flexibility and school day hours.

⁴⁸ [Early Childhood Workforce Index 2020: Rhode Island.](#)

⁴⁹ *Ibid.*

C. TRADITIONALLY LOW-WAGE OCCUPATIONS ARE NOW COMPETITION FOR THE EARLY CHILDHOOD WORKFORCE

In 2019 (six months prior to the start of the pandemic), a report was prepared for the Rhode Island Department of Human Services titled *Rhode Island PDG B-5 Workforce Needs Assessment Final Report*⁵⁰.

The report provided, “updated and comprehensive data about the characteristics of the current B-5 workforce, identified opportunities to strengthen the quality and stability of the B-5 workforce across sectors, and provided information to help inform the state’s plan for staffing high-quality State Pre-K seats and ongoing program quality improvement efforts throughout the B-5 system⁵¹.”

The report confirmed that front-line staff salaries were low in Rhode Island and compensation for the workforce was either comparable or lower than that of similarly educated workers in other workforce populations (sectors). The authors recommended that a possible state-level action step was to, “consider additional levers and strategies to increase and provide more equitable compensation to the B-5 workforce such as higher subsidy rates, compensation incentives and/or scholarships for higher education, direct wage supplementation, and refundable tax credits⁵²”

B-5 teacher and front-line staff salaries are low in Rhode Island, as is the case nationwide. Compensation levels for the B-5 workforce are comparable to or lower than those of similarly educated workers in other workforce populations, depending on the specific role.

This 2022 wage comparability study seeks to understand which other sectors a Head Start or Early Head Start program is at risk of losing potential or current employees to now, recognizing that the concern about losing teachers to public Pre-K has, in part, been replaced with concern about losing teachers and staff to other industries. The pandemic has created conditions in which wages and inflation are both rising, and individuals are leaving the field for a variety of pandemic-related reasons, including personal health and safety, flexibility of hours, sign on bonuses being offered, and more.

The table below includes a *selection* from the *Rhode Island Operational Wage Report*⁵³ of front-line occupations highlighting the relative competitiveness of the early childhood education field when compared to other sectors in the labor market.

⁵⁰ Abt Associations. [Rhode Island PDG B-5 Workforce Needs Assessment Final Report](#). October 11, 2019.

⁵¹ *Ibid.*

⁵² *Ibid.*

⁵³ [Rhode Island Occupational Wage Report](#), 2020

Table 9: Wage statistics by select occupations in Rhode Island⁵⁴

Occupation	Employment	Wages ⁵⁵		
		Upper Entry ⁵⁶	Median ⁵⁷	Experienced ⁵⁸
All Occupations	442,910 RI employees ⁵⁹	\$15.05/hour	\$22.77/hour	\$36.26/hour
Management Occupations	19,660	\$46.05	\$61.73	\$81.72
Human Resources Managers		\$54.01	\$70.08	\$90.97
Training & Development Managers		\$49.35	\$61.44	\$77.62
Food Service Managers		\$26.58	\$29.78	\$34.93
Education & Childcare Administrators, Preschool & Daycare		\$19.24	\$23.85	\$29.87
Education Administrators, Kindergarten through Secondary		\$93,490/year	\$110,150	\$126,340
Educational Instruction & Library Occupations	31,860	\$19.64	\$31.25	\$42.63
Special Education Teachers, Preschool		\$27,800	\$30,390	\$36,580
Special Education Teachers, Kindergarten & Elementary School		\$60,390	\$78,080	\$92,230
Preschool Teachers, Except Special Education		\$12.47	\$14.32	\$17.82
Kindergarten Teachers, Except Special Education		\$68,500	\$81,880	\$93,960
Elementary School Teachers, Except Special Education		\$56,980	\$74,570	\$89,020
Tutors & Teachers & Instructors		\$59,130	\$91,730	\$115,650
Business & Financial Operations Occupations	31,090	\$28.66	\$37.47	\$49.09
Human Resources Specialists		\$26.38	\$33.95	\$44.22
Training & Development Specialists		\$26.79	\$33.62	\$41.17
Protective Service Occupations	11,640	\$15.57	\$25.90	\$34.34
Crossing Guards & Flaggers		\$14.23	\$16.40	\$20.98
School Bus Monitors & Protective Service Workers, All Other		\$12.79	\$15.05	\$17.65
Transportation Security Screeners		\$19.36	\$21.47	\$23.73
Community & Social Service Occupations	8,990	\$18.19	\$25.69	\$35.60
Educational, Guidance, & Career Counselors & Advisors		\$23.72	\$29.83	\$39.96
Healthcare Social Workers		\$28.11	\$33.47	\$38.64
Community Health Workers		\$17.82	\$24.18	\$33.74
Mental Health & Substance Abuse Social Workers		\$25.15	\$33.69	\$38.19
Child, Family & School Social Workers		\$23.77	\$31.78	\$38.67

⁵⁴ [Rhode Island Occupational Wage Report, 2020](#) and [Occupational Employment and Wage Statistics](#).

⁵⁵ Annual salary may be provided for occupations with a non-standard work week. The annual rate for an occupation is calculated by multiplying the hourly wage rate by a typical work year of 2,080 hours.

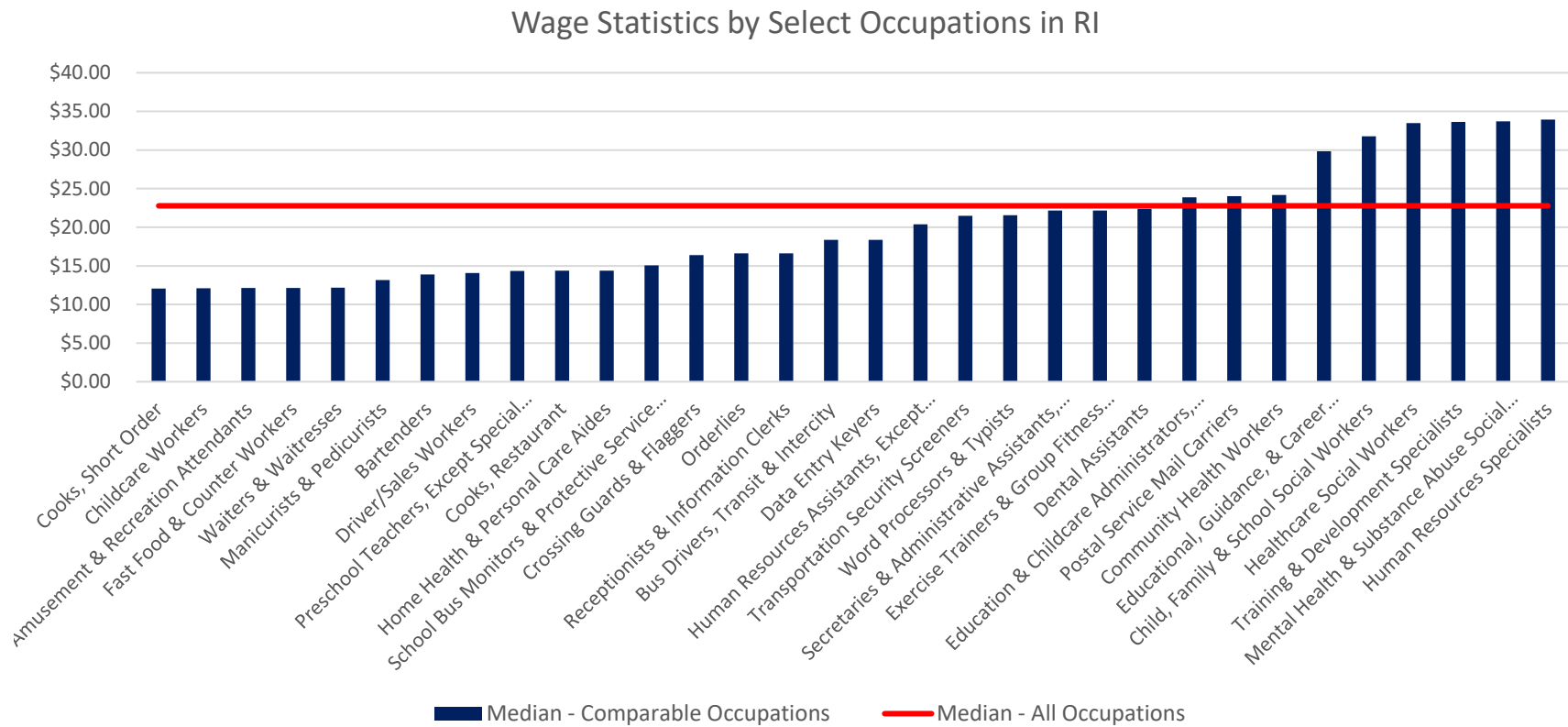
⁵⁶ Upper entry is the rate at which 25 percent of the reported wage rates fall below the 25th percentile.

⁵⁷ An occupational median wage estimate is the boundary between the highest paid 50% and the lowest paid 50% of workers in that occupation. Half of the workers in a given occupation earn more than the median wage, and half the workers earn less than the median wage.

⁵⁸ Experienced is the rate at which 75 percent of the reported wage rates fall below the 75th percentile.

⁵⁹ "RI Employees" refers to individuals working for an employer in RI. Workers need not be RI residents. Not all RI residents are employed in RI. 'Employees' are all part-time and full-time workers who are paid a wage or salary. The survey does not cover the self-employed, owners and partners in unincorporated firms, household workers, or unpaid family workers.

Occupation	Employment	Wages ⁵⁵		
		Upper Entry ⁵⁶	Median ⁵⁷	Experienced ⁵⁸
Personal Care & Service Occupations	8,430	\$11.89	\$13.91	\$19.65
Childcare Workers		\$11.46	\$12.11	\$14.13
Manicurists & Pedicurists		\$12.08	\$13.15	\$14.71
Exercise Trainers & Group Fitness Instructors		\$15.66	\$22.17	\$28.45
Amusement & Recreation Attendants		\$11.49	\$12.12	\$13.64
Office & Administrative Service Occupations	59,580	\$16.50	\$20.66	\$25.84
Human Resources Assistants, Except Payroll & Timekeeping		\$17.39	\$20.36	\$23.72
Receptionists & Information Clerks		\$13.73	\$16.63	\$19.31
Postal Service Mail Carriers		\$19.24	\$24.03	\$31.26
Secretaries & Administrative Assistants, Except Legal, Medical, & Executive		\$17.89	\$22.16	\$26.35
Word Processors & Typists		\$19.31	\$21.56	\$23.36
Data Entry Keyers		\$15.20	\$18.38	\$23.36
Healthcare Support Occupations	23,430	\$14.10	\$16.23	\$19.19
Home Health & Personal Care Aides		\$13.08	\$14.39	\$15.84
Orderlies		\$14.14	\$16.60	\$19.21
Dental Assistants		\$19.47	\$22.37	\$25.21
Food Preparation & Serving Related Occupations	37,130	\$11.65	\$12.77	\$15.72
Cooks, Restaurant		\$12.65	\$14.36	\$16.79
Cooks, Short Order		\$11.48	\$12.05	\$12.62
Fast Food & Counter Workers		\$11.54	\$12.15	\$13.63
Waiters & Waitresses		\$11.37	\$12.17	\$14.98
Bartenders		\$11.81	\$13.88	\$17.40
Transportation & Material Moving Occupations	27,550	\$12.95	\$16.97	\$23.14
Driver/Sales Workers		\$12.08	\$14.06	\$18.20
Bus Drivers, Transit & Intercity		\$16.11	\$18.35	\$20.83

Figure 3: Wage Statistics by Select Occupations in Rhode Island⁶⁰

⁶⁰ [Rhode Island Occupational Wage Report, 2020](#) and [Occupational Employment and Wage Statistics](#).

D. AVERAGE WAGES IN TYPICALLY LOW-WAGE INDUSTRIES ARE COMPARABLE WITH RHODE ISLAND HEAD START WAGES

Workforce sectors and employers that offer similar hourly wages were identified, and consideration was also given to the relative education level required of a position. Many hourly positions do not require a bachelor's degree; this is also true of federal requirements for Head Start and Early Head Start teachers, assistant teachers, home visitors, and family service workers. Job positions in a variety of Rhode Island communities were reviewed for sector, position title, minimum qualifications/certifications required, starting hourly salaries, bonuses, full/part-time, and benefits. This information will help Head Start and EHS program leaders respond to the competitive market outside of the early education sector.

Indeed is a popular job search site, where employers and potential employees can connect. Many early education programs use Indeed to recruit. Indeed was consulted for low wage industries and positions that were anticipated to be paying a more competitive hourly wage in the pandemic than pre-pandemic, such as food services, retail, and health and social assistance. Many of these jobs only require that the candidate be 16-18 years old, hold a high school diploma/GED, and potentially require a driver's license. Notably, many Head Start parents, a group who have historically been recruited for entry-level positions such as associate and assistant teachers, meet these requirements. There are significantly fewer barriers for applicants in the low wage industries detailed below when compared to Head Start. For example, many of these jobs permit for on-the-spot interviewing and hiring which stands in stark contrast with Head Start's requirements for a reference and background check.

Grocery worker positions especially offer a wide range of salary, bonus incentives, and benefits. Bonus incentives are of interest in that employees can potentially jump from one job to another to take advantage of the bonus in the short-term. The grocery companies offer training and upward mobility opportunities suggesting a clear career ladder. Of additional interest are the Coffee Shop Attendants, who receive a competitive base salary as well as tips.

Interestingly, when comparing Indeed average salaries in November 2021 (when this wage study began) to February 2022 (when this wage study was concluded), many of the positions in the table below had increased in average salaries over a period of just 2 months. For example, cooks averaged \$15.83/hour in November 2021 and \$16.11/hour in January 2022. This speaks to the quickly evolving labor market and the agility with which employers are responding to the market conditions. The table below only includes only the most recent data points available.

Table 10: Average hourly salaries for front-line staff positions⁶¹ relative to wage comparability data

Select line staff positions	Indeed # of salaries for this position posted in RI ⁶²	Indeed average base hourly salary in RI ⁶³	Wage comparability survey average starting hourly salary
Bus drivers	209	\$19.12	\$17.86
Child care provider	83	\$12.79	No dollar figure given ⁶⁴
Cook	425	\$16.11	\$15.88

⁶¹ Data were accessed February 4, 2022; Indeed last updated the figures in January 2022.

⁶² This is the number of salaries [Indeed](#) has in their database from job postings. For example, Indeed has 209 bus driver salaries posted and only 4 Family Advocate salaries posted, so the bus drivers' reported average base hourly salary in RI is likely more reliable than the Family Advocates'.

⁶³ Ibid.

⁶⁴ Only two survey respondents reported data for the child care provider position, and neither offered a dollar figure. The responses were: "contracted state reimbursement per child, plus \$12/child per day" and "varies".

Select line staff positions	Indeed # of salaries for this position posted in RI ⁶²	Indeed average base hourly salary in RI ⁶³	Wage comparability survey average starting hourly salary
Dish Washer	246	\$13.35	\$13.10
Family Advocate ⁶⁵	4	\$16.67	\$18.32 ⁶⁶
Home Visitor	Not available	\$19.97	\$19.16
Janitor ⁶⁷	128	\$15.21	\$13.90
Preschool Teacher	422	\$14.46	\$19.18

⁶⁵ In the survey, the comparable role is Family Service Worker.

⁶⁶ Ibid.

⁶⁷ Aligns with Custodian job title/function in survey responses.

Table 11: Current job openings in typically low wage industries⁶⁸

	Indeed™ average starting salary ⁶⁹	Location & employer/position	Advertised starting salary on Indeed	Why would this be attractive to a potential employee?
Grocery Associate	\$13.69⁷⁰	Coventry BJs	\$15-20/hr + \$2,500 sign on bonus	<ul style="list-style-type: none"> • Flexible schedule • No degree or credential requirements <p>The larger stores offer:</p> <ul style="list-style-type: none"> • Health, dental, & vision insurance • Disability insurance • 401(k) • EAP • Employee discount • Paid time off
		Middletown Aldi	\$16/hr; \$18/hr during peak times	
		Newport Deli/Bakery Worker	\$20/hr + \$1,000 sign on bonus	
		North Kingstown Dave's Fresh Marketplace	\$13-17/hr	
		Woonsocket PriceRite	\$10/hr	
Coffee Shop Attendant	\$15.95	Johnston Dunkin Donuts	\$12/hr + tips	<ul style="list-style-type: none"> • Flexible schedules • No degree or credential required • Select employers have comprehensive benefits (Starbucks)
		Providence	\$13/hr	
		Warren	\$9-14/hr	
		Starbucks state-wide	\$14/hr + benefits	
Hotel Housekeeper	\$13.49	Providence Residence Inn	\$14/hr	<ul style="list-style-type: none"> • Mom's hours during the school day
		Wakefield SAH Hospitality	\$12-13/hr	
		Warwick Fairfield Inn	\$14/hr	
Nanny	\$21.27	Barrington	\$20-25/hr	<ul style="list-style-type: none"> • Fewer children to care for than as a teacher in an infant or toddler classroom • Job postings typically do not require any college or a credential
		Chepachet	\$20-25/hr	
		Jamestown for 1 child	\$70,000	
		Newport for 2 children	\$21/hr + overtime + paid relocation	
		Warwick	\$10-20/hr part-time	
Nursing Assistant	\$17.39 + overtime	West Kingston Centers Health Care	\$28,974/yr	<ul style="list-style-type: none"> • Significant pay bump opportunity with certification (Certified Nursing Assistant (CNA))
Office/Clerical Support	\$15.08	City of Cranston Senior Clerk	\$37,748-46,069/yr	<ul style="list-style-type: none"> • Small work environment • No degree or credential required
		North Kingstown	\$17/hr	

⁶⁸ Indeed's postings were pulled from a variety of sources including Indeed and Zip Recruiter.⁶⁹ Consultants first collected data on select line staff positions from Indeed in November 2021 and again in January and February 2022.⁷⁰ Indeed last updated the figures in December 2021 and January 2022 depending on the position category.

	Indeed™ average starting salary ⁶⁹	Location & employer/position	Advertised starting salary on Indeed	Why would this be attractive to a potential employee?
		Advantage Resourcing Shipping Clerk		
		Providence Orthopedics front desk	\$16/hr	
		Warwick receptionist	\$20-25/hr	
Seasonal Associate	\$13.92	Cranston Seacoast Sweets candy maker	\$14/hr	<ul style="list-style-type: none"> • Flexible schedules • No degree or credential required • Short term commitment
		Providence temp agency	\$22/hr	
		Providence North Face	\$12-16/hr	
		South Kingston Dr. Test Centers	\$19/hr	

G. FUNDING FROM THE AMERICAN RESCUE PLAN IS FINALLY COMING TO RHODE ISLAND'S EARLY ED AND CHILD CARE INDUSTRIES

On January 4, 2022, Rhode Island's House and Senate passed and Governor Dan McKee signed into law a supplemental budget for the current fiscal year, FY2022. Originally proposed in October 2021 and then amended and approved by the General Assembly's finance committees in December, the legislation allocates approximately 10% of Rhode Island's \$1.13 billion in flexible state Fiscal Recovery Funds from the American Rescue Plan Act (ARPA)⁷¹.

Until now, Rhode Island had remained one of very few states that had yet to allocate any of these funds. This legislation added \$6 million in additional child care spending, to increase the semi-annual retention bonuses from \$1,000 to \$1,500 (for an annual total of \$3,000 per recipient). Under the enacted legislation \$37 million will be dispersed through the Executive Office of Health and Human Services (EOHHS), Department of Children, Youth, and Families (DCYF), and Department of Human Services (DHS) as follows:

- \$5.5M through EOHHS for Early Intervention (EI) providers to address the decline in enrollment for EI, family home visiting and screening programs, and to meet the anticipated increased demand for services
 - \$2.6M for salaries and bonuses, professional development, safety supplies, and outreach/engagement technology (supplemented with \$3.6M in non-ARPA Coronavirus Relief Funds)
 - \$2.9M for performance-based bonuses
- \$19.0M through DHS for child care providers to retain existing providers, attract new providers, and meet the immediate needs of this essential industry
 - \$18.7M for semi-annual retention bonuses in FY2022 of \$1,500 each (\$3,000 per year) for full-time and part-time staff of state-licensed child care providers
 - \$0.3M for \$2,000 start-up grants to providers seeking to open new Family Child Care provider sites
- \$12.5M through DCYF to help stabilize the direct care staff of service provider organizations (congregate care and community-based providers) with which DCYF contracts. Funds will be used to provide \$750 wage supplements and provide hiring bonuses for employees earning less than \$75,000/year.

⁷¹ Guidelines issued by the U.S. Treasury explain that these funds can be used for the following purposes: to support the public health response to the pandemic; to respond to the adverse economic effects of the pandemic; to offer extra pay for essential workers; to improve water, sewer, and broadband infrastructure; and to replace local revenue lost due to the pandemic.

2. COMPENSATION PRACTICES AMONG SURVEY RESPONDENTS

A. SURVEY RESPONDENTS

This wage comparability survey asked respondents to provide information regarding the organization's size and scope, wages, wage incentives (e.g. merit increase, bonuses, differential pay), and fringe benefits (e.g. vacation and sick leave, health insurance, retirement, etc.). The organizations that completed the survey include Head Start/EHS providers, child care providers, and a home visiting program.

Table 12: Survey respondent programs offered and number of employees, 2021-2022

Organization	State	Program types offered								# of employees	
		After school care	EHS	EHS-CCP	Home visiting (not HS/EHS)	Infant or toddler program (not EHS)	HS	State-funded preschool	Private pay and subsidy preschool/Pre-K	# of employees in the organization	# of employees in HS/EHS, child care or home visiting program
Citizens for Citizens	MA		X	X			X		X	300	113
People Acting in Community Endeavors	MA		X				X	X	X	150	70
Beautiful Beginnings Child Care Center	RI			X		X		X	X	39	39
CCAP	RI		X				X	X	X	347	66
CHILD, Inc.	RI		X				X	X	X	113	113
Children's Friend	RI		X	X			X	X		417	295
EBCAP Healthy Families & Parents as Teachers					X					500	11
EBCAP HS/EHS	RI	X	X				X	X		500	140
Glocester Childcare Center	RI					X			X	8	8
Meeting Street	RI		X							203	13
Tri-County Community Action Agency	RI	X	X				X	X		273 ⁷²	67
WHSCDA	RI			X			X	X	X	72	42
Total		2	8	4	1	2	8	8	7	2,922	977

⁷² Does not include summer seasonal workers.

B. FRINGE BENEFIT RATES

Fringe benefit rates amongst the nine participating Rhode Island and Massachusetts Head Start/EHS programs average 31.5%. Of the nine, eight reported that to be considered a full-time employee, the individual must work 30 or more hours a week. In one Head Start/EHS program, 40 hours a week is considered full time although some employees are “grandfathered in” at 37.5 hours. Whether benefits were offered to full and part-time staff members varied across the responding organizations depending on the benefit type.

Table 13: Survey respondent fringe benefit rates, 2021-2022

Type of organization	Survey respondents	Average fringe benefit rate	Range of fringe benefit rates	Who can access fringe benefits
Head Start/EHS Program	9	31.5%	20% - 42.5%	Varies; in some organizations it is all permanent employees, in others it is all employees, and in others it varies by fringe type and hours worked (20-30 hours).
Child Care	2	Only one child care organization reported having a fringe benefit rate. To protect the confidentiality of that organization, the fringe benefit rate is not included in this table.		
Home visiting (not HS/EHS)	1	Fringe benefit rate varies by position; no rate provided		Varies by benefit type; no rate provided

C. FRINGE BENEFITS PROVIDED BY EMPLOYERS

Survey respondents were asked to detail the fringe benefits provided. The table below depicts typical benefit types and whether survey respondents offer such benefits. Respondents could also write-in “other” benefits offered by the organization. The benefits with the greatest variation were dependent care flexible spending accounts (a pre-tax benefit account used to pay for eligible dependent care services including child care) and medical flexible spending accounts (a pre-tax benefit used to pay for certain out-of-pocket health care costs). Such programs are typically offered as a fringe benefit as they save the employee money on dependent care and health care.

Table 14: *Types of fringe benefits provided by survey respondents*

Fringe type	Offered by employer	Not offered by employer
Annual/vacation leave (including personal days)	12	0
FICA/Medicaid	12	0
Paid holidays	12	0
Sick leave (including if part of paid time off (PTO))	12	0
Tuition reimbursement	12	0
Unemployment	12	0
Workers’ Compensation	12	0
Dental insurance	11* ⁷³	1
Health insurance	11*	1
Retirement/403(b) ⁷⁴	11	1
Life insurance	10	2
Vision insurance	10*	2
Disability	9	2
Medical Flexible Spending Account (FSA)	7	5
Dependent care flexible spending account (DCFSA)	7	5
Other: Health Reimbursement Arrangement	2	These are fringe benefits written into the survey by respondents; other participants were not asked about these benefits.
Other: Voluntary Accident Insurance and Critical Incident	1	
Other: Bereavement Leave	1	
Other: EAP	1	

Fringe benefits are a critical component of an employee’s total compensation. The wage comparability survey data tables in this report will provide information about salary as well as total compensation (salary plus fringe) to understand what the total compensation is for a position.

⁷³ The * indicates that there is one organization where if an employee does not need the health insurance, the employee may use the funds set aside for health insurance for dental insurance, vision insurance, a retirement/403(b) investment or receive additional wages.

⁷⁴ This benefit ranges from 3-5%; one agency provided a one-time payout of \$125 per year of service.

D. WAGE INCENTIVES

The survey asked respondents to provide information about certain wage incentives, including:

- Merit increases, often awarded to reward performance, can be used to incentivize both individual and collective performance within an organization. They are generally associated with retention and job satisfaction.
- Bonuses, which are one-time payments used to reward achievement, support longevity, or to on-board new staff.
- Pay differential for bilingual staff, which may be offered organization-wide or to employees in specific positions that benefit from a bi- or multi-lingual staff person.

Wage incentives can be a tool used to address wage compression.



wage com·pres·sion

/wāj kəm'preSHən/

Wage compression occurs when a position receives an increase, but positions “above” it do not. It may also occur when a new employee is paid nearly the same or more than a longer-service employee in the same role. Wage compression has implications for both recruitment and retention of employees.

Table 15: Wage incentives offered by survey respondents

Incentive	Offered by employer	Not offered by employer	Additional notes
Merit increases	5	7	2 of 5 survey respondents detailed that they provide merit increases for educational attainment.
Bonuses ⁷⁵	5	7	Longevity, retention, hazard pay, and “sign-on” were listed as reasons for granting a bonus.
Pay differential for bilingual staff	5	7	Respondents indicated that pay differential was available for position-specific, all employees, or both.

⁷⁵ If a respondent indicated that the organization does not have a bonus policy, but awarded a bonus to staff with Federal Covid relief money, the organization is included in the “not offered by employer” column, as there is no ongoing plan to offer bonuses.

3. COMPENSATION FOR TEACHING STAFF

A. PRESCHOOL/HEAD START TEACHERS

Position function: *Manages the classroom, including implementation of curriculum, assessment, individualization, supervision of classrooms and playgrounds, etc. This position may or may not supervise other classroom staff. Position titles include Teacher, Head Teacher, Lead Teacher, Teacher I, etc. The Head Start Program Performance Standards require that this position hold a minimum of an Associate's in Early Childhood Education or related field.*

Ten (10) of the organizations that completed the wage comparability survey reported preschool teachers. The positions reported include Lead Teacher, Teacher, Head Start Teacher, Preschool Teacher and more.

Table 16: *Preschool/HS teacher wage and benefits as reported by survey respondents, 2022⁷⁶*

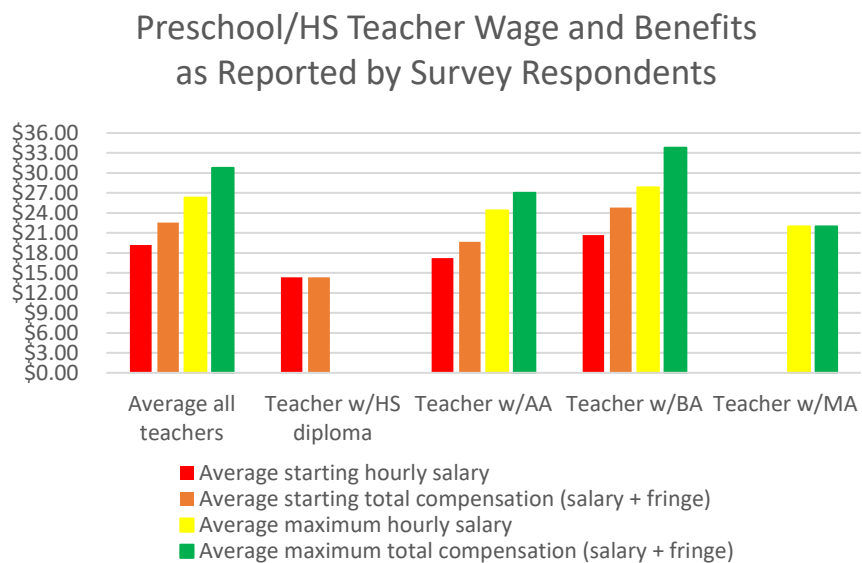
Teacher	Salary range ⁷⁷	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe) ⁷⁸
All teachers	\$14.35 - \$38.84	\$19.18	\$26.30	\$22.53	\$30.75
Teacher w/MA	No range, one data point \$21.98	-	\$21.98	-	\$21.98
Teacher w/BA	\$16.00 - \$37.33	\$20.70	\$27.85	\$24.82	\$33.78
Teacher w/AA	\$15.00 - \$38.84 ⁷⁹	\$17.21	\$24.37	\$19.69	\$27.03
Teachers w/HS diploma	No range, one data point \$14.35	\$14.35	-	\$14.35	-

⁷⁶ Data from the wage comparability survey.

⁷⁷ Range and average are provided as they can be helpful in the development of a salary schedule that includes merit increases, that address wage compression, and are based on an employee's education/credential and tenure in the position/with the organization.

⁷⁸ Total compensation was calculated by taking the salary and multiplying it by the fringe rate. For example, \$15/hour plus 25% fringe ($15 * 1.25$) = \$18.75/hr total compensation.

⁷⁹ Interestingly, the highest reported Head Start teacher hourly rate was for a program that requires an Associate's degree for that position.

Figure 4: *Preschool/HS teacher wage and benefits as reported by survey respondents, 2022⁸⁰*⁸⁰ Data from the wage comparability survey.

B. PRESCHOOL/HEAD START ASSISTANT TEACHERS

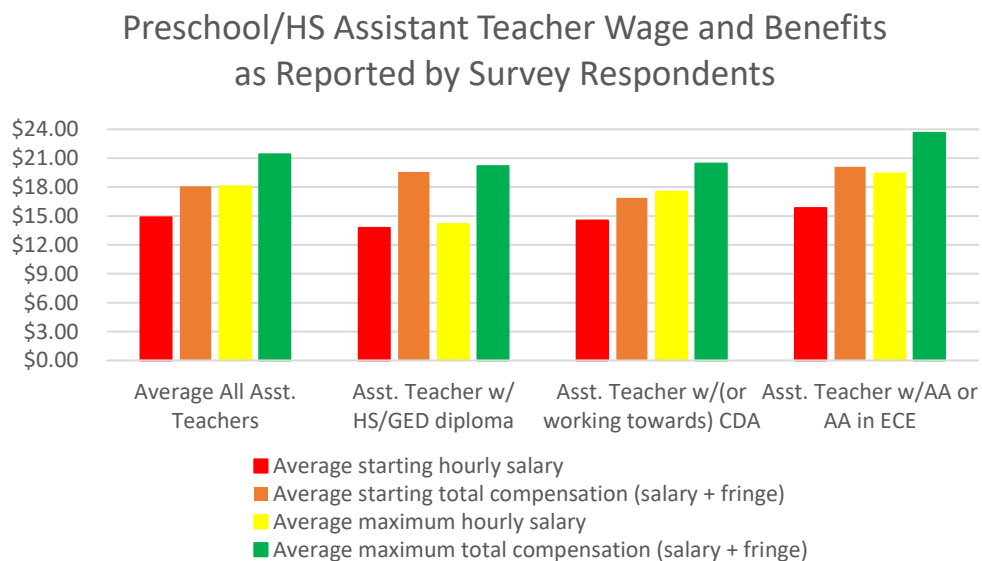
Position function: Supports the classroom operations, including implementation of curriculum, assessment and individualization, supervision of classrooms and playgrounds, etc. Position titles include Assistant Teacher, Associate Teacher, Teacher II, etc. The Head Start Program Performance Standards require that this position hold a CDA or state-certificate, or are enrolled in a program leading to an AA, BA, or CDA.

Ten (10) of the organizations that completed the wage comparability survey reported preschool assistant teachers. The positions were titled Teacher Assistant and Teacher Associate.

Table 17: Preschool/Head Start assistant teacher wage and benefits as reported by survey respondents, 2022⁸¹

Assistant Teacher	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All asst. teachers	\$12.00 - \$23.00	\$14.86	\$18.09	\$18.09	\$21.40
Asst. teacher with BA	-	-	-	-	-
Asst. teacher with AA	\$13.75 - \$21.12	\$15.83	\$19.41	\$20.10	\$23.64
Asst. teacher with (or working towards) CDA	\$12.00 - \$23.00	\$14.51	\$17.53	\$16.90	\$20.43
Asst. teachers w/ HS/GED diploma	\$13.75 - \$14.16 ⁸²	\$13.75	\$14.16	\$19.59	\$20.18

Figure 5: Preschool/Head Start assistant teacher wage and benefits as reported by survey respondents, 2022⁸³



⁸¹ Data from the wage comparability survey.

⁸² Only one responding agency reported data for assistant teachers with high school/GED diploma, so there is only one data point

⁸³ Data from the wage comparability survey.

C. EARLY HEAD START/INFANT/TODDLER TEACHERS

Position functions: *Manages the classroom, including implementation of curriculum, assessment, individualization, supervision of classrooms and playgrounds, etc. This position may or may not supervise other classroom staff. The Head Start Program Performance Standards require that this position hold a minimum of a CDA in early childhood education and have been trained or have equivalent coursework in early childhood development with a focus on infant and toddler development.*

Nine (9) of the organizations that completed the wage comparability survey reported Early Head Start/Infant/Toddler teachers. The positions were titled EHS Teacher, EHS Toddler Teacher, Teacher, Infant/Toddler Teacher, Infant Teacher and Lead Teacher.

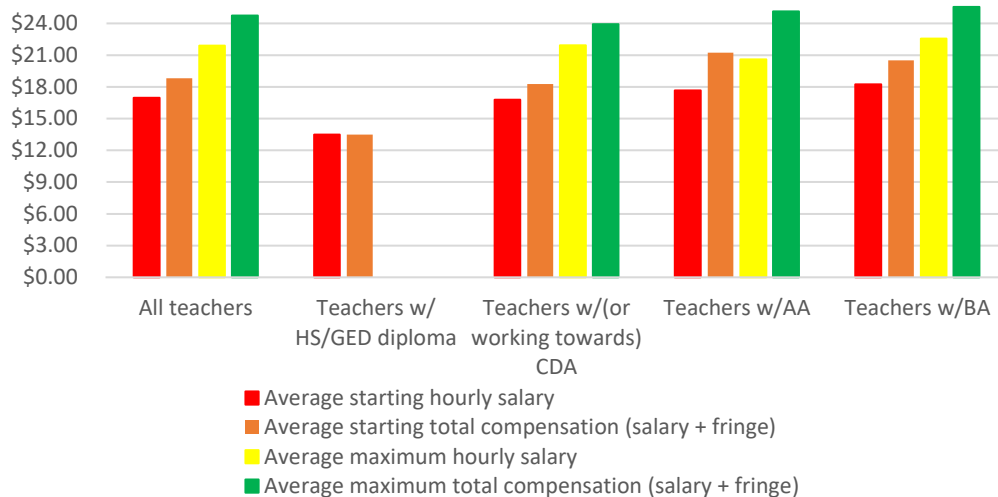
Table 18: *EHS/infant/toddler teacher wage and benefits as reported by survey respondents, 2022⁸⁴*

EHS/infant/toddler teachers	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All teachers	\$13.50 - \$27.00	\$16.98	\$21.91	\$18.80	\$24.74
Teachers w/BA	\$18.03 - \$27.00	\$18.25	\$22.55	\$20.51	\$25.57
Teachers w/AA	\$16.50 - \$23.72	\$17.65	\$20.61	\$21.22	\$25.12
Teachers with (or working towards) CDA	\$14.00 - \$27.00	\$16.80	\$21.92	\$18.28	\$23.92
Teachers w/HS/GED diploma	\$13.50 - \$15.00	\$13.50	-	\$13.50	-

⁸⁴ Data from the wage comparability survey.

Figure 6: EHS/infant/toddler teacher wage and benefits as reported by survey respondents, 2022⁸⁵

EHS/Infant/Toddler Teacher Wage and Benefits as Reported by Survey Respondents



⁸⁵ Data from the wage comparability survey.

D. TEACHER AIDES

Position functions: This is typically the third person in the classroom, supporting classroom operations, including implementation of curriculum, assessment and individualization, supervision of classrooms and playgrounds, etc. This individual may provide support for breaks and meals. Position titles include Classroom Aide, Floater Teacher, Trainee, etc. This position is not required by the Head Start Program Performance Standards and there is no required minimum degree or certification.

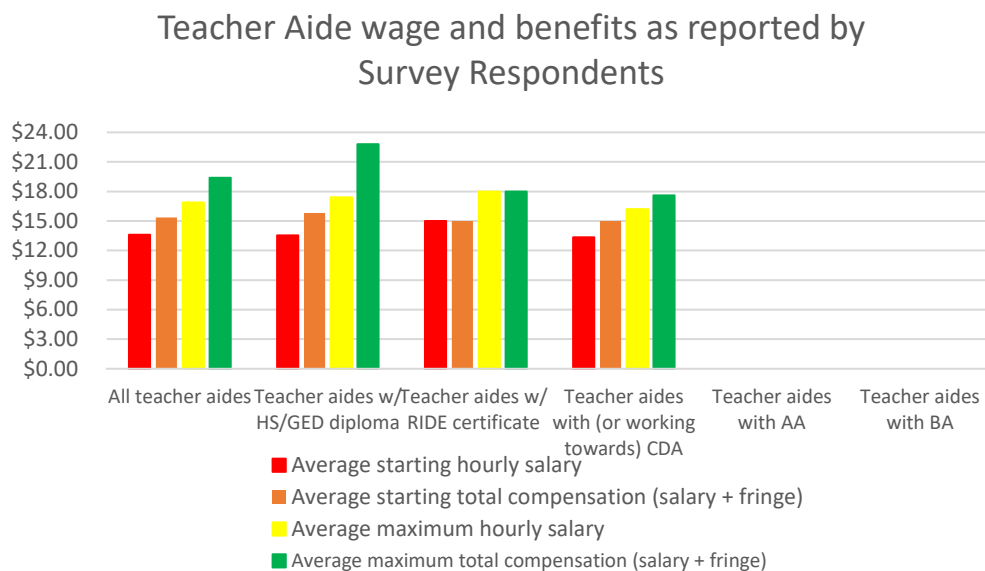
Nine (9) of the organizations that completed the wage comparability survey reported teacher aides. Position titles included Teacher Assistant, Aide, Floater, Teacher Aide Floater, Infant/Toddler Assistant Teacher. These positions are categorized as aides in this report as the position is that of the third person in the preschool classroom.

Table 19: Teacher aide wage and benefits as reported by survey respondents, 2022⁸⁶

Teacher Aide	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All teacher aides	\$12.00 - \$19.89	\$13.61	\$16.90	\$15.37	\$19.40
Teacher aides with BA	-	-	-	-	-
Teacher aides with AA	-	-	-	-	-
Teacher aides with (or working towards) CDA	\$12.00 - \$17.01	\$13.34	\$16.21	\$15.01	\$17.60
Teacher aides w/ RIDE certificate	\$15.00 - \$18.00	\$15.00	\$18.00	\$15.00	\$18.00
Teacher aides w/ HS/GED diploma	\$12.25 - \$19.89	\$13.54	\$17.39	\$15.82	\$22.80

Interestingly, the above table shows that the highest hourly wage was earned by teacher aides with the lowest level of education (high school diplomas).

⁸⁶ Data from the wage comparability survey.

Figure 7: Teacher aide wage and benefits as reported by survey respondents, 2022⁸⁷⁸⁷ Data from the wage comparability survey.

E. SUBSTITUTE TEACHERS

Position functions: Provides coverage for the classroom in the event of an absence of a regularly employed staff member. This position is not required by the Head Start Program Performance Standards and there is no required minimum degree or certification.

Seven (7) of the organizations that completed the wage comparability survey reported substitute teachers.

Table 20: Substitute teacher wage and benefits as reported by survey respondents, 2022⁸⁸

Substitute Teacher	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All substitute teachers	\$11.75 - \$15.00	\$13.00	\$13.31	\$13.51	\$13.31
Substitute teachers with BA	-	-	-	-	-
Substitute teachers with AA	-	-	-	-	-
Substitute teachers with (or working towards) CDA	-	-	-	-	-
Substitute teachers w/ HS/GED diploma	\$12.25 - \$15.00	\$13.44	\$13.83	\$13.44	\$13.83
No minimum degree/certification requirement	11.75 - \$13.50	\$12.42	\$12.63	\$13.62	\$12.63

⁸⁸ Data from the wage comparability survey.

F. FAMILY CHILD CARE PROVIDERS

Position functions: *Owner of the family child care; serve as the teacher in the family child care program. The Head Start Program Performance Standards require that this position have previous experience and has completed/is enrolled in a CDA program, AA or BA program.*

Only 2 of the organizations that responded to the wage comparability survey indicated that they worked with family child care providers. Neither of the survey respondents provided information about the salary. One organization provided a statement that they provided a daily rate to the family child care provider. Due to insufficient information about family child care providers, the position is not included in this report. Additional PIR information about New England Child Care Providers can be found in [Appendix 3](#).

G. FAMILY CHILD CARE ASSISTANTS

General job functions include: *Support the family child care provider in the provider's home.*

None of the survey respondents reported having family child care assistants.

4. COMPENSATION FOR FAMILY SERVICES STAFF

A. FAMILY SERVICE WORKERS

Position functions: Partners with families to set and meet goals; supports families through transitions; supports families with acquiring the health, economic, and social supports needed for families to be their child's first teacher. This position is a support to families enrolled in center-based or family child care program options. The position title may be Family Advocate, Family Service Worker, Family Engagement Specialist, Family Support Specialist, etc. The Head Start Program Performance Standards require that this position hold a credential or certification in social work, human services, family services, counseling or a related field within 18 months of hire. This requirement applies only to new hires after November 7, 2016.

Eight (8) of the organizations that completed the wage comparability survey reported family service workers. Position titles included Family Advocate, Bilingual Family Advocate, Family Service Aide, Family Worker, Family Engagement Specialist, Case Manager, Family Liaison and more. Within some organizations there is a structure for senior family services staffers as evidenced by title, minimum degree required, and starting hourly salary.

Table 21: Family service worker wage and benefits as reported by survey respondents, 2022⁸⁹

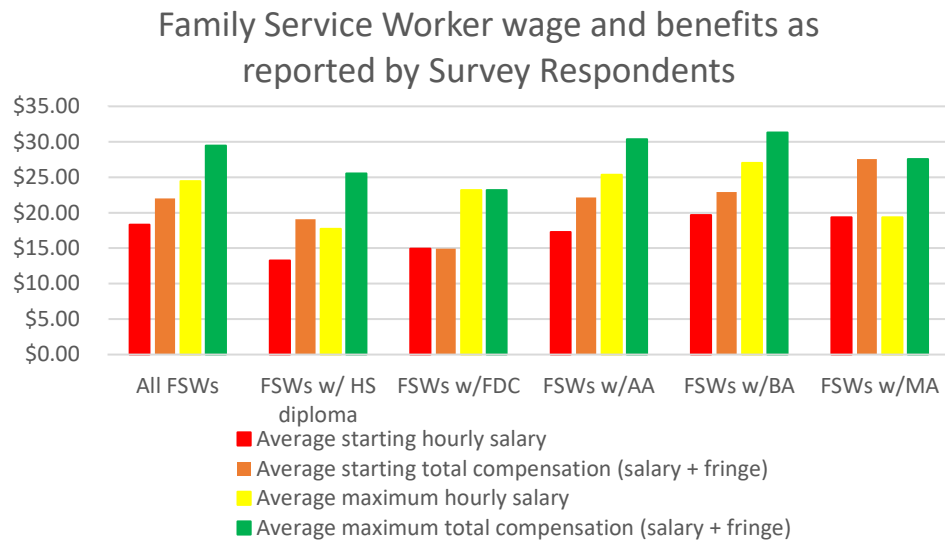
Family Service Worker (FSW)	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All FSWs	\$13.26 - \$36.17	\$18.62	\$24.89	\$22.43	\$30.10
FSWs w/MA	\$18.86 - \$19.82	\$19.34	\$19.34	\$27.56	\$27.56
FSWs w/BA	\$16.43 - \$36.17	\$20.04	\$27.55	\$23.55	\$32.35
FSWs w/AA	\$15.45 - \$31.46	\$17.29	\$25.35	\$22.15	\$30.38
FSWs w/FDC ⁹⁰	\$14.94 - \$23.20 ⁹¹	\$14.94	\$23.20	\$14.94	\$23.20
FSWs w/ HS diploma	\$13.26 - \$17.73 ⁹²	\$13.26	\$17.73	\$19.09	\$25.53

⁸⁹ Data from the wage comparability survey.

⁹⁰ Family Development Credential (FDC).

⁹¹ Only one organization responding to the survey reported having a family service worker role with FDC as a minimum certification.

⁹² Only one organization responding to the survey reported having a family service worker role with high school diploma as a minimum certification.

Figure 8: Family service worker wage and benefits as reported by survey respondents, 2022⁹³⁹³ Data from the wage comparability survey.

B. HOME VISITORS

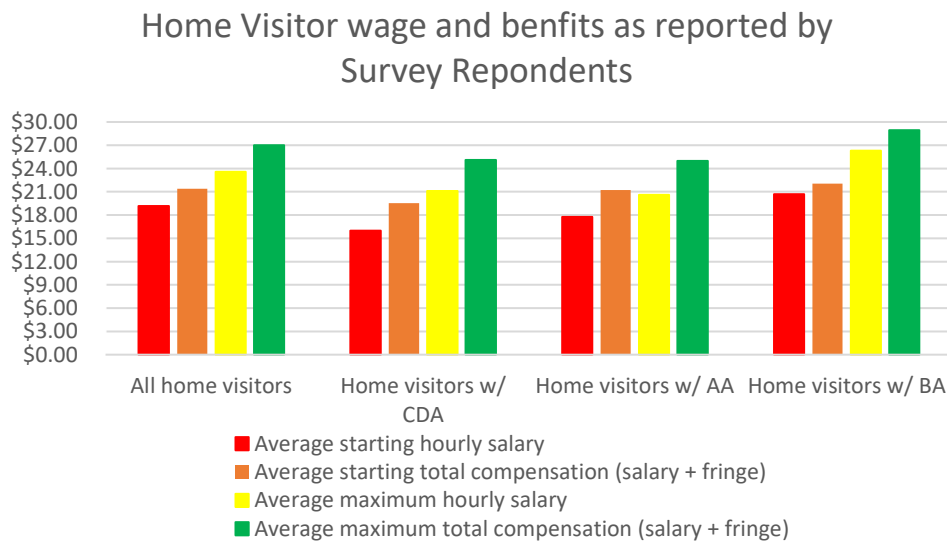
Position functions: Partners with families to set and meet goals; supporting families through transitions; supports families with acquiring the health, economic, and social supports needed for families to be their child's first teacher. Supports families with implementing curriculum in the home via weekly, 90-minute home visits and twice a month socializations. Supports a caseload of up to 12 families. The position title may be Home-Based Educator, Home-Based Teacher, Home Visitor, Home-Based Visitor, etc. The Head Start Program Performance Standards require that this position hold a home-based CDA or comparable credential, or equivalent coursework as part of an AA or BA program.

Seven (7) of the organizations that completed the wage comparability survey reported home visitors. Position titles included Home Visitor, Lead Home Visitor, Senior Home Visitor, Senior Parent Educator, and Parent Educator.

Table 22: Home visitor wage and benefits as reported by survey respondents, 2022⁹⁴

Home Visitor	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All home visitors	\$14.94 - \$29.79	\$19.16	\$23.59	\$21.39	\$26.99
Home visitors w/ BA	\$18.00 - \$29.79	\$20.69	\$26.32	\$22.06	\$28.93
Home visitors w/ AA	\$16.70 - \$23.72	\$17.75	\$20.61	\$21.22	\$25.00
Home visitors w/ CDA	\$14.94 - \$23.20	\$15.97	\$21.10	\$19.54	\$25.09

Figure 9: Home visitor wage and benefits as reported by survey respondents, 2022⁹⁵



Only one non-Head Start/Early Head Start home visiting program participated in the survey. Additional information about home visiting programs in Rhode Island was obtained with the assistance of a

⁹⁴ Data from the wage comparability survey.

⁹⁵ Data from the wage comparability survey.

consultant⁹⁶ and the Rhode Island Department of Health. First Connections is a free home visiting service provided by the Rhode Island Department of Health, offering services to pregnant women and families with children through age three years. The program is offered in more than 40 communities in Rhode Island, including every service area of the seven Head Start/Early Head Start grantees⁹⁷. While First Connections does not have the same income eligibility requirements as Early Head Start, there are similarities in the target population in that both programs aim to serve the most vulnerable families. However there is a significant difference - an Early Head Start program is required to offer 46 home visits a year, while First Connections makes home visits based on parent request (the FAQ notes home visits may be as few as one, or may be more based on parent request).

Three positions provide home visits through First Connections programs:

- Nurse: Must be licensed and hold a degree from an accredited nursing program with 3 years' experience in maternal child health or pediatrics. The requirement for this position exceeds that of a Head Start Health Manager, who must have a bachelor's degree per the HSPPS, and thus should not be used for comparability.
- Social Worker: Must be a Licensed Clinical Social Worker (LCSW) or Licensed Independent Clinical Social Worker (LICSW), certified and licensed by the Rhode Island Board of Social Work; a LCSW must be supervised by a LICSW. The requirement for this position exceeds that of a Head Start Family Services Manager, who must have a bachelor's degree per the HSPPS, and thus should not be used for comparability.
- Community Health Worker (CHW): must be certified by the state within 6 months of hire. The initial certification includes 70 hours and 50 hours of supervision, along with a portfolio⁹⁸. The Community Health Worker is comparable to a Head Start/EHS home visitor who must hold a credential per the HSPPS.

The table below depicts the hourly salary information collected in 2020 through the First Connections Fiscal Analysis Project. The project did not include an assessment of fringe benefits paid. Further, the data as reported were of the average annual salary, not the salary range, starting salary or maximum salary as was gathered through the wage comparability survey.

- The average Community Health Worker earned an average hourly salary of \$17.37.
- Head Start/EHS home visitors have a salary range of \$14.94 - \$23.20m with an average starting salary of \$15.97 (slightly below the Community Health Worker overall (not starting) average salary).

Table 23: *First Connections home visiting staff salary, 2020*⁹⁹

First Connections position	Average First Connections hourly salary ¹⁰⁰	Average hourly salary for similar positions in RI ¹⁰¹	Average hourly salary for similar positions in MA ¹⁰²	Average hourly salary for similar positions in CT ¹⁰³
Nurse	\$25.44	\$39.81	\$46.27	\$40.79
Social Worker	\$26.77	\$31.46	\$25.37	\$32.81
Community Health Worker	\$17.37	\$27.80	\$22.26	\$27.11

⁹⁶ With thanks to [Kristin Lehoullier](#).

⁹⁷ Rhode Island Department of Public Health. [First Connections](#).

⁹⁸ [Community Health Worker Association of Rhode Island](#). The Rhode Island Certification Board certifies Community Health Workers and renews certification every two years if requirements are met.

⁹⁹ First Connections Medicaid Rate Analysis, September 2020.

¹⁰⁰ First Connections Fiscal Analysis Project. (2021)

¹⁰¹ [Bureau of Labor Statistics](#). (2020). May 2020 state occupational employment wage estimates. Retrieved as part of the First Connections Fiscal Analysis Project cited above.

¹⁰² *Ibid.*

¹⁰³ *Ibid.*

Early intervention programs were also approached to complete the survey. The consultants were directed to a Rhode Island KIDS COUNT Early Learning Policy Brief, *Early Intervention Financing, Staffing, and Access in Rhode Island* that was published in 2021. The brief includes information about the nine early intervention providers, 219 staff, and 56 contractors. It was noted that the early intervention staff have significantly higher qualifications than the Head Start and Early Head Start home visiting workforce (58% have a master's degree and 37% have a bachelor's degree). Because the federal regulations require that a home visitor have a credential (and not an AA or BA degree), the positions are not easily comparable. Service delivery is also different; a Head Start/EHS home visitor has a maximum caseload of 12, whereas early intervention direct service staff carry a caseload of 24-33 children and families; this increased to 35-40 in the pandemic¹⁰⁴.

Two positions from the brief are included below, which can be used to consider comparability between Head Start organizations that wish to require a bachelor's degree, the Early Interventionist I and Early Childhood Educator. The Brief noted that both positions are unpaid relative to the broader labor market, and made the argument that staff turnover suffered on account of low wages.

Table 24: Early Intervention (EI) staff compensation and turnover¹⁰⁵

EI position	EI staff average salary in 2019	EI staff turnover 2019-2020	EI required professional qualification 2020¹⁰⁶
Early Interventionist I	\$35,139	55%	BA in ECE or related field; or BA in non-related field and 3 years' experience; or high school diploma and 6 years' experience with approval from Executive Office of Health and Human Services (EOHHS)
Early Childhood Educator	\$46,059	60%	MA in ECE or EC special education; or certified as an ECE teacher or ECE special education teacher

¹⁰⁴ Rhode Island KIDS COUNT. Early Learning Policy Brief. [Early Intervention Financing, Staffing, and Access in Rhode Island](#). 2021.

¹⁰⁵ *Ibid.*

¹⁰⁶ Rhode Island Executive Office of Health and Human Services: [Early Intervention Certification Standards](#). January 2020.

5. COMPENSATION FOR AUXILIARY STAFF

A. ADMINISTRATIVE ASSISTANTS

Position functions: Supports program leadership and management with administrative tasks that are human resources, programmatic and/or fiscal in nature. May also support program operations by serving as a receptionist/greeter at a site.

Eleven (11) organizations that responded to the wage comparability survey included administrative assistants. Position titles included Administrative Assistant, Program Support Specialist, Office Manager, Administrative Specialist, Administrative Secretary, Receptionist/Secretary and more.

Table 25: Administrative Assistant wage and benefits as reported by survey respondents, 2022¹⁰⁷

Administrative Assistant	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All admin assistants	\$13.75 - \$33.49	\$17.11	\$20.70	\$20.04	\$24.71
Admin assistants w/ BA	\$23.62 - \$33.49	\$23.62	\$33.49	\$31.65	\$44.88
Admin assistants w/ AA	\$15.50 - \$20.08	\$16.48	\$19.36	\$16.48	\$19.36
Admin assistants w/ HS/GED diploma	\$13.75 - \$25.00	\$16.90	\$20.06	\$20.77	\$25.16
No minimum degree/certification ¹⁰⁸	\$14.00 - \$17.00	\$14.00	\$17.00	\$14.00	\$17.00

¹⁰⁷ Data from the wage comparability survey.

¹⁰⁸ Only one organization responding to the survey reported having an administrative assistant position with no minimum degree/certification requirement.

B. BUS DRIVERS

Position functions: *Transports children, oversees vehicle safety while children are in transit, maintains transportation records, etc.*

Only two (2) organizations that responded to the wage comparability survey reported having bus drivers; a total of 5 positions were included in the survey responses. As such, the information in the table below should be paired with information presented earlier in this report in [Table 10](#) to better understand salary for bus drivers in Rhode Island.

Table 26: *Bus driver wage and benefits as reported by survey respondents, 2022*¹⁰⁹

Bus Driver	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All bus drivers	\$16.59 - \$21.52	\$17.86	\$19.37	\$20.27	\$22.42
Bus drivers w/ CDL	\$16.59 - \$20.00	\$18.30	\$18.30	\$18.30	\$18.30
Bus drivers w/ HS/GED diploma & license	\$17.00 - \$21.52	\$17.00	\$21.52	\$24.23	\$30.67

¹⁰⁹ Data from the wage comparability survey.

C. COOKS/FOOD SERVICES

Position functions: Prepares meals and snacks, complies with Federal and State food safety standards, maintains records, etc.

Seven (7) organizations that responded to the wage comparability survey included cooks, assistant cooks, and cook aides. Additionally, 2 organizations reported a dishwasher position and 3 organizations reported food assistants/servers as highlighted in the table below. Because data is limited on dishwashers and food assistants/servers, it should be used with caution.

Table 27: Cook/food services staff wage and benefits as reported by survey respondents, 2022¹¹⁰

Cook ¹¹¹	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All cooks	\$13.26 - \$24.23	\$15.88	\$19.06	\$18.41	\$22.30
All cooks w/ AA	\$19.21 - \$24.23	\$19.21	\$24.23	\$26.51	\$33.44
All cooks w/ Food certification	\$14.48 - \$24.16	\$15.82	\$19.81	\$19.05	\$23.99
All cooks w/ HS/GED diploma	\$13.26 - \$17.73	\$14.84	\$16.33	\$14.84	\$16.33
Dishwasher	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All dishwashers	\$11.85 - \$15.88	\$13.10	\$15.12	\$13.99	\$16.31
All dishwashers w/ Food certification	\$11.85 - \$15.88	\$11.85	\$15.88	\$13.63	\$18.26
All dishwashers w/ HS/GED diploma	\$14.35 - \$14.35	\$14.35	\$14.35	\$14.35	\$14.35
Food assistant/server ¹¹²	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All food assistant/servers	\$14.00 - \$19.41	\$14.65	\$16.79	\$15.65	\$18.08
All food assistant/servers w/ HS/GED diploma	\$14.00 - \$19.41	\$14.65	\$16.79	\$15.65	\$18.08

¹¹⁰ Data from the wage comparability survey.

¹¹¹ The category "Cook" includes Cook, Chef, Head Cook/Food Service Manager, Asst Cook, Head Cook, and Cook Aide.

¹¹² Food assistant/server includes the following job titles: Food Server, Food Service Asst, and Kitchen Aide/Site Support.

D. CUSTODIANS

Position functions: Cleans buildings and classrooms, grounds-keeping, general building security as needed.

Four (4) organizations that responded to the wage comparability survey reported having custodians on staff. Two (2) organizations noted that the work is contracted out.

Table 28: Custodian wage and benefits as reported by survey respondents, 2022¹¹³

Custodian	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All custodians	\$13.75 - \$23.04	\$13.90	\$17.97	\$16.56	\$22.42
All custodians w/ HS/GED diploma	\$13.75 - \$23.04	\$13.53	\$17.97	\$17.07	\$22.42
No minimum degree/certification	\$15.00 ¹¹⁴	\$15.00	-	\$15.00	-

¹¹³ Data from the wage comparability survey.

¹¹⁴ There was only one response for Custodian with no minimum degree/certification, and only a starting hourly rate was provided, not a maximum, so no upper end of range available.

E. MAINTENANCE WORKERS

Position functions: Maintains and repairs buildings, materials and equipment.

Five (5) organizations that responded to the wage comparability survey reported having maintenance staff. Position titles included Bus/Maintenance, Maintenance Worker, Maintenance Supervisor, and Facility Manager. Positions have been represented below in two categories: maintenance workers (four organizations) and maintenance supervisors (3 organizations). Because of the limited number of maintenance supervisor/manager positions represented below, the reader should use caution when applying the data below.

Table 29: Maintenance worker wages and benefits as reported by survey respondents, 2022¹¹⁵

Maintenance worker	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All maintenance workers	\$14.35 - \$22.00	\$15.74	\$17.34	\$15.74	\$17.34
All maintenance workers w/ HS/GED diploma	\$14.35 - \$22.00	\$15.90	\$16.90	\$15.90	\$16.90
No minimum degree/certification	\$16.00 - \$18.00	\$16.00	\$18.00	\$16.00	\$18.00

Table 30: Maintenance supervisor/manager wages and benefits as reported by survey respondents, 2022¹¹⁶

Maintenance supervisor/manager	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting total compensation (salary + fringe)	Average maximum total compensation (salary + fringe)
All maintenance supervisors/managers	\$20.00 - \$31.75	\$22.23	\$27.92	\$24.21	\$30.56
All maintenance supervisors/managers w/ HS/GED diploma	\$23.00 - \$31.75	\$23.35	\$29.38	\$26.31	\$33.34
No minimum degree/certification	\$20.00 - \$25.00	\$20.00	\$25.00	\$20.00	\$25.00

¹¹⁵ Data from the wage comparability survey.

¹¹⁶ Data from the wage comparability survey.

6. COMPENSATION FOR CONTENT AREA STAFF

Wage comparability survey respondents were asked to identify positions that support the delivery of comprehensive education, family, and health services. Respondents were directed to enter a position in the survey section where the position spends the most time. For example, if an Education and Mental Health Manager spends most of their time in the management of curriculum, assessment and coaching and oversees the work of a mental health contractor or consultant, the position was to be entered in the education services section (not the health services section).

It was understood that job titles would vary across organizations and that titles may not fully communicate the scope of responsibility. For example, an Education Coordinator and Education Specialist may share similar job duties, required degree or credential, and supervisory responsibilities. Job descriptions were requested from all survey respondents to inform position comparability. The majority of survey respondents provided job descriptions. Where job descriptions were not received, positions were organized according to the minimum qualifications required for the position (e.g. bachelor's degree positions were grouped together).

A. COMPREHENSIVE EDUCATION SERVICES

Position functions: Oversight, coordination of education services. May have responsibility for writing policies, procedures, plans, protocols and forms that are used to support education delivery. May have responsibility for data collection, data entry, data analysis, and follow-up with staff and families. May have responsibility for screening and ongoing assessment of children as well as curriculum fidelity and CLASS. Position titles may include Manager, Coordinator, Specialist, Family Child Care Specialist, Mentor, Coach, etc. Contractors and consultants may also support education services, for example a Contractor Coach.

Ten (10) of the organizations that completed the wage comparability survey reported positions that fell within education services. A wide range of position titles were included and positions have been organized in the tables that follow by minimum qualifications and scope of responsibility (where job descriptions are available). Only 2 coach positions and 2 education director positions were reported. Because of the limited number of coach and director positions represented below, the reader should use caution when applying the data.

Table 31: Education services position wages and benefits as reported by survey respondents, 2022

All Education Services positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Ed positions	\$16.18 - \$48.40	\$26.23	\$32.11	\$29.92	\$37.20
All Ed positions w/ MA/M.Ed.	\$21.26 - \$48.40	\$36.57	\$33.72	\$47.72	\$45.27
All Ed positions w/ BA, BS, or BA+RIDE)	\$17.00 - \$25.00	\$26.20	\$31.73	\$28.68	\$35.30

All Ed positions w/ AA	\$16.18 - \$23.06	\$16.18	- ¹¹⁷	\$23.06	-
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Table 32: Education coach wages and benefits as reported by survey respondents, 2022

All Coach positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Ed Coaches w/ BA ¹¹⁸	\$23.00 - \$25.00	\$24.00	\$25.00	\$24.00	\$25.00

Table 33: Education manager wages and benefits as reported by survey respondents, 2022

All Education Manager positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Ed Managers ¹¹⁹	\$27.82 - \$48.00	\$29.86	\$37.87	\$38.45	\$48.51
All Ed Managers w/ MA/M.Ed.	\$34.81 - \$43.95	\$34.81	\$43.95	\$45.60	\$57.57
All Ed Managers w/ BA	\$27.82 - \$32.05	\$28.62	\$36.35	\$36.67	\$46.24

Table 34: Education coordinator/specialist wages and benefits as reported by survey respondents, 2022

All Education Coordinator/Specialist positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Ed Coordinator/Specialist positions	\$16.18 - \$33.00	\$20.15	\$23.63	\$21.62	\$25.71
All Ed Coordinators/Specialists w/ MA/M.Ed. ¹²⁰	\$21.26	-	\$21.26	-	\$30.30

¹¹⁷ No max given for staff with Associates degree. (The max noted for those positions were for someone with a Master's, so those data are categorized in the MA/M.Ed. row of this table.)

¹¹⁸ All Coach positions have a minimum BA requirement.

¹¹⁹ Only one agency reported having Education Manager with a minimum MA/MEd degree requirement.

¹²⁰ For the Ed Coordinator/Specialist position with MA, only one agency reported having staff at a max hourly rate of \$21.26 ("if Masters-level, RIDE, bilingual, 10+ years of experience")

All Ed Coordinators/ Specialists w/ BA, BS, or BA+RIDE)	\$18.00 - \$33.00	\$25.51	\$29.41	\$26.11	\$30.41
All Ed Coordinators/ Specialists w/ AA ¹²¹	\$16.18	\$16.18	-	23.06	-

Table 35: Education director wages and benefits as reported by survey respondents, 2022

All Education Director positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Ed Directors ¹²²	\$35.00 - \$48.40	\$36.67	\$46.20	\$42.41	\$53.46
All Ed Directors w/ MA/M.Ed. ¹²³	\$38.33 - \$48.40	\$38.33	\$48.40	\$49.83	\$62.92
All Ed Directors w/ BA ¹²⁴	\$35.00 - \$44.00	\$35.00	\$44.00	\$35.00	\$44.00

¹²¹ Only one agency reported having staff, with no max hourly rate given for someone with an AA.¹²² Only two agencies reported having an Ed Director.¹²³ Only one agency reported requiring a MA.¹²⁴ Only one agency reported requiring a BA.

B. COMPREHENSIVE FAMILY SERVICES

Position functions: Oversight, coordination of family services. May have responsibility for writing policies, procedures, plans, protocols and forms that are used to support family services. May have responsibility for data collection, data entry, data analysis, and follow-up with staff and families. Position titles may include Family Services Manager, Coordinator, Specialist, Social Worker, Home-Based Coordinator, etc.

Eight (8) of the organizations that completed the wage comparability survey reported positions that fell within family services. A wide range of position titles were included and positions have been organized in the tables that follow by minimum qualifications and scope of responsibility (where job descriptions are available). Only 2 family service director positions were reported. Because of the limited number of director positions represented below, the reader should use caution when applying the data.

Table 36: Family services position wages and benefits as reported by survey respondents, 2022

All Family Services positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Family Services positions¹²⁵	\$20.00 - \$49.37	\$29.65	\$35.81	\$34.44	\$41.62
All Fam Svcs positions w/ MA/MSW/LICSW	\$30.50 - \$49.37	\$34.66	\$42.67	\$43.39	\$53.15
All Fam Svcs positions w/ BA, BS, or BSW)	\$25.00 - \$40.00	\$27.58	\$32.49	\$30.17	\$35.72
All Fam Svcs positions w/ AA ¹²⁶	-	-	-	-	-
All Fam Svcs positions w/ HS/GED diploma ¹²⁷	\$20.00	\$20.00	\$25.00	\$20.00	\$25.00

¹²⁵ One agency reported a staff position in the Family Services position category with a high school/GED diploma degree minimum requirement (having a \$20 starting hourly salary and \$25 maximum hourly salary). We have included this position in the table, but as no job description was available for this particular position, the report authors were unable to confirm whether this data point actually belongs in this position category.

¹²⁶ No agencies reported having a position with a AA minimum degree requirement.

¹²⁷ See earlier footnote about position requiring a high school diploma/GED.

Table 37: Family services manager wages and benefits as reported by survey respondents, 2022

All Family Services Manager positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Family Svcs Managers	\$27.53 - \$45.71	\$29.70	\$35.46	\$35.76	\$42.67
All Family Svcs Managers w/ MA/M.Ed.	\$30.50 - \$45.71	\$32.66	\$38.65	\$44.36	\$52.21
All Family Svcs Managers w/ BA	\$27.53 - \$40.00	\$28.22	\$33.86	\$31.46	\$37.90

Table 38: Family services coordinator/supervisor wages and benefits as reported by survey respondents, 2022

All Family Services Coordinator/ Supervisor positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Family Svcs Coordinators/ Supervisors	\$20.00 - \$27.00	\$22.50	\$26.00	\$22.50	\$26.00
All Family Svcs Coordinators/ Supervisors w/ MA/M.Ed. ¹²⁸	-	-	-	-	-
All Family Svcs Coordinators/ Supervisors w/ BA	\$25.00 - \$27.00	\$25.00	\$27.00	\$25.00	\$27.00
All Family Svcs Coordinators/ Supervisors w/ HS/GED diploma	\$20.00 - \$25.00	\$20.00	\$25.00	\$20.00	\$25.00

¹²⁸ Two agencies reported having staff that fall into the Family Services Coordinator/Supervisor position category. However, for staff with a MA minimum degree requirement, no data was provided ("depends on budget").

Table 39: Family services director wages and benefits as reported by survey respondents, 2022

All Family Services Director positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Family Svcs Directors (w/ MA)¹²⁹	\$35.00 - \$49.37	\$36.67	\$46.69	\$42.41	\$54.09

¹²⁹ Both agencies reporting staff in the Family Services Director position category have a Master's minimum degree requirement.

C. COMPREHENSIVE HEALTH SERVICES (HEALTH, MENTAL HEALTH, NUTRITION, ORAL HEALTH, BEHAVIORAL HEALTH)

Position functions: Oversight, coordination of health, mental health, nutrition, oral health, behavioral health services. May have responsibility for writing policies, procedures, plans, protocols and forms that are used to support health services delivery. May have responsibility for data collection, data entry, data analysis, and follow-up with staff and families. Position titles may include Manager, Coordinator, Specialist, Nurse, Health Assistant, etc. relative to a specific aspect of health services (e.g. Mental Health Manager) or health services overall. Contractors and consultants may also support health services, for example a Contracted Registered Dietician or a Contracted Mental Health Consultant.

Nine (9) of the organizations that completed the wage comparability survey reported positions that fell within health services. A wide range of position titles were included and positions have been organized in the tables that follow by minimum qualifications and scope of responsibility (where job descriptions are available).

Table 40: Health services manager/director position wages and benefits as reported by survey respondents, 2022

All Health Services Manager/Director positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Manager/Director positions	\$22.12 - \$44.00	\$28.12	\$34.50	\$34.57	\$43.50
All Manager/Director positions w/ MA/MSW + Licensure	\$22.12 - \$34.98	\$23.32	\$30.25	\$33.23	\$43.11
All Manager/Director positions w/ BA, BSN, BA+RN or BS+RN/RDN	\$27.82 - \$44.00	\$31.49	\$37.22	\$36.11	\$44.46
All Manager/Director positions w/ AA, AA+RN, or LPN	\$24.03 - \$35.00	\$24.52	\$31.93	\$32.06	\$41.48

Table 41: Health services subject matter expert position wages and benefits as reported by survey respondents, 2022

All Health Services subject matter expert positions ¹³⁰	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All subject matter expert positions	\$17.30 - \$33.49	\$22.87	\$27.21	\$30.70	\$33.45
All subject matter expert positions w/ BA, BSN, BA+RN or BS+RN/RDN	\$17.30 - \$30.74	\$21.89	\$26.02	\$29.68	\$30.25
All Manager/Director positions w/ AA, AA+RN, or LPN	\$23.62 - \$33.49	\$24.51	\$29.19	\$32.38	\$38.77

Table 42: Health services specialist/assistant position wages and benefits as reported by survey respondents, 2022

All Health Services Specialist/Assistant positions	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All Specialist/Assistant positions	\$14.99 - \$25.00	\$16.66	\$21.47	\$16.66	\$21.47
All Specialist/Assistant positions w/ CNA or AA	\$14.99 - \$25.00	\$17.50	\$22.71	\$17.50	\$22.71
All Specialist/Assistant positions w/ HS/GED diploma ¹³¹	\$15.00 - \$19.00	\$15.00	\$19.00	\$15.00	\$19.00

¹³⁰ The authors treated Dietitians, Nutritionists, and Nurses as subject matter experts as these fields require specific training and/or licensure.

¹³¹ Only one agency reported staff with a HS/GED min degree requirement.

7. COMPENSATION FOR ADMINISTRATIVE STAFF

A. PROGRAM DIRECTOR

Position functions: Oversees all aspects of the Head Start/EHS program. Point of contact for the Regional Office. The position title may be Head Start Director, Early Childhood Program Director, Deputy CEO, CEO (for example, in a stand-alone organization), etc. The Head Start Program performance Standards require that this position hold a minimum of a BA.

All 12 survey respondents included a program director position; such positions were titled CEO, Director, Vice President. One of the positions did not report a starting and maximum hourly and as such, it is not represented in the table below.

Table 43: Program director wages and benefits as reported by survey respondents, 2022¹³²

Program Director	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All program directors	\$17.50 - \$85.21	\$37.53	\$48.95	\$44.03	\$58.13
Program directors w/MA	\$61.32 - \$85.21	\$61.32	\$85.21	\$77.26	\$107.36
Program directors w/BA	\$24.00 - \$65.00	\$37.11	\$44.92	\$43.29	\$52.66
Program directors w/HS/GED diploma	\$17.50	\$17.50	-	\$17.50	-

¹³² Data from the wage comparability survey.

B. ASSISTANT PROGRAM DIRECTOR

Position functions: Supports the oversight of the Head Start/EHS program as designed by the Program Director. The position title may be Assistant Director, Deputy Director, etc.

Three (3) organizations reported having an assistant or associate director, and all positions require a minimum of a bachelor's degree. Due to the low sample size, the reader is encouraged to review the table with caution as it may not be representative of the broader community given the low number of positions included in the survey responses.

Table 44: Assistant program director wages and benefits as reported by survey respondents, 2022¹³³

Assistant program director	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All assistant program directors w/BA	\$24.00 - \$40.00	\$35.15	\$36.60	\$40.60	\$42.24

¹³³ Data from the wage comparability survey.

C. SITE MANAGER OR ASSISTANT MANAGER

Position functions: Oversight of site-based operations. The position title may be Site Supervisor, Center Manager, Center Supervisor, Early Childhood Supervisor, etc.

Only 2 organizations reported having a Site Manager or Assistant Site Manager positions. Of the 18 total positions reported, 15 were associated to one organization. As such, there is not enough information to assess comparability.

D. QUALITY ASSURANCE, PROGRAM MONITORING, & PROGRAM QUALITY

Position functions: Serves as a quality assurance support to the program. The position title may be Program Analyst, Program Specialist, Monitoring Lead, Quality Assurance Specialist, Data Manager, etc.

Four (4) organizations reported a total of 7 positions that support quality assurance work. Position titles varied and included Administrative Coordinator, Systems Director, Director of Quality, Manager of Quality, Quality Assurance Specialist and Quality Assurance Associate. All of the director, manager, and coordinator position titles required a bachelor's degree, whereas associate required an associate's degree or high school diploma. As a result, there is variability in the salary range reported below.

Table 45: Quality assurance staff wages and benefits as reported by survey respondents, 2022¹³⁴

Quality assurance ¹³⁵	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All QA staff	\$14.37 - \$44.00	\$24.47	\$26.77	\$30.01	\$32.63
All QA staff w/ BA	\$20.67 - \$44.00	\$28.38	\$30.93	\$34.92	\$37.79
All QA staff w/ AA	\$15.00 - \$17.00	\$15.00	\$17.00	\$15.00	\$17.00
All QA staff w/ HS diploma	\$14.37 - \$15.74	\$14.37	\$15.74	\$20.48	\$22.43

¹³⁴ Data from the wage comparability survey.

¹³⁵ Quality assurance staff includes: Director of Quality, Manager of Quality, Data Quality Assurance Specialist, and Quality Assurance Associate.

E. HUMAN RESOURCES OVERSIGHT

Position functions: Serves as a human resources support to the program in areas such as hiring, termination, recruitment of staff, etc. Position titles may include Human Resources Director, Human Resources Manager, etc.

Five (5) organizations reported having 6 total positions that support human resources management. Position titles varied and included Operations Specialist, Vice President – HR, Talent Manager, Director of Payroll, Human Resources Oversight and Human Resources Director. Five (5) of these positions required a bachelors or master's degree; one position had no minimum qualification. There are not enough positions included in the survey responses to determine comparability within the reported positions (for example, the role of the Operations Specialist and the role of the Vice President – HR are not the same). For this reason, the table below shows the salary range and average salary and compensation for all positions but does not break down the 6 positions any further.

Table 46: Human resources oversight wages and benefits as reported by survey respondents, 2022

Human Resources Oversight	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All human resources oversight positions	\$20.67 - \$65.00	\$36.04	\$43.90	\$40.66	\$49.56
Human resources oversight positions w/ MA ¹³⁶	\$52.88 - \$60.00	\$52.88	\$60.00	\$52.88	\$60.00
Human resources oversight positions w/ BA	\$20.67 - \$65.00	\$31.83	\$39.88	\$37.60	\$46.95

¹³⁶ Only one agency reported an human resources oversight staff position with a Master's degree minimum requirement.

F. FISCAL MANAGEMENT OVERSIGHT

Position functions: Serves as a fiscal support to the program in areas such as budget, grant planning, financial reporting, etc. Titles may include Fiscal Director, Fiscal Manager, Grants Manager, etc.

Eight (8) organizations included reported 9 positions that have oversight for financial management. Titles varied considerably and included Vice President-CFO, Finance Director, Fiscal Officer, Fiscal Specialist, Controller, and Senior Accountant. All positions required at least a bachelor's degree, while some required a CPA (Certified Public Accountant).

Table 47: Fiscal management oversight wages and benefits as reported by survey respondents, 2022

Fiscal Management Oversight	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All fiscal management oversight positions	\$20.19 - \$84.13	\$41.06	\$48.07	\$48.29	\$55.88
Fiscal management oversight staff w/ MA	\$64.90 - \$84.13	\$64.90	\$84.13	\$64.90	\$84.13
Fiscal management oversight staff w/ BA, BS, CPA	\$20.19 - \$70.00	\$37.66	\$42.91	\$45.92	\$51.85

Table 48: Fiscal management oversight CFO/Finance Director/Controller wages and benefits as reported by survey respondents, 2022

Fiscal Management Oversight CFO/Finance Director/Controller	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All fiscal management oversight CFO, Finance Director, Controller positions	\$27.82 - \$84.13	\$41.06	\$48.07	\$48.29	\$55.88
Fiscal management oversight CFO, Finance Director, Controller positions w/ MA ¹³⁷	\$64.90 - \$84.13	\$64.90	\$84.13	\$64.90	\$84.13

¹³⁷ Only one agency reported fiscal management oversight staff with a MA degree minimum requirement.

Fiscal management oversight CFO, Finance Director, Controller positions w/ BA, BS, CPA	\$27.82 - \$70.00	\$43.68	\$51.00	\$53.53	\$61.78
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Table 49: Fiscal management oversight specialist/accountant wages and benefits as reported by survey respondents, 2022

Fiscal Management Oversight Specialist/Accountant	Salary range	Average starting hourly salary	Average maximum hourly salary	Average starting hourly compensation (salary + fringe)	Average maximum hourly compensation (salary + fringe)
All fiscal management oversight Specialist/Accountant positions (w/ BA)¹³⁸	\$20.19 - \$25.00	\$22.60	\$22.70	\$26.89	\$27.03

¹³⁸ All positions in this category require a BA.

XII. APPENDICES

APPENDIX 1: NEW ENGLAND HEAD START TEACHERS AND ASSISTANT TEACHERS PIR DATA

A. NEW ENGLAND HEAD START TEACHER QUALIFICATIONS

New England Head Start teachers typically exceed the Head Start Program Performance Standard requirements for qualifications. Across the region, approximately 72% of Head Start teachers held an advanced degree or bachelor's degree in 2021. Rhode Island has the highest percentage of teachers with an advanced degree or bachelor's degree (87%).

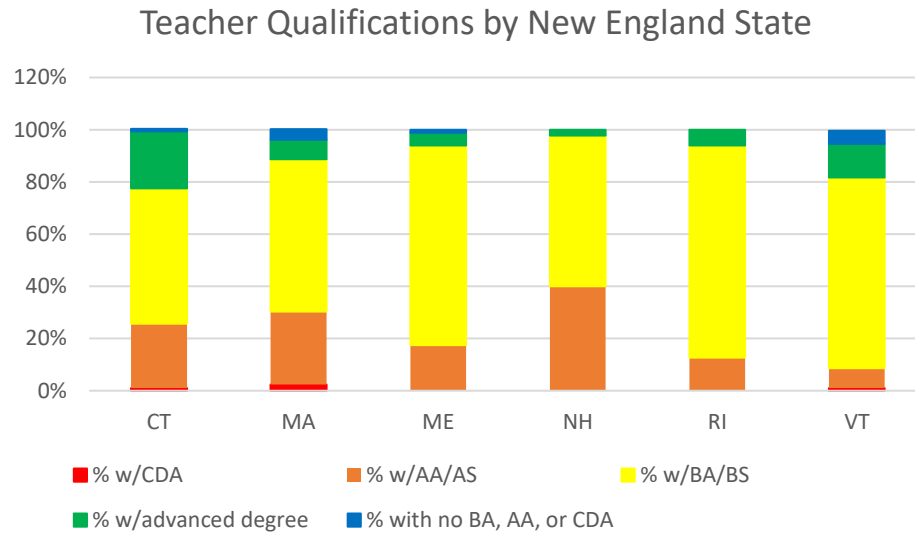
Table 50: New England Head Start teacher qualifications¹³⁹

State	# Preschool teachers	# with advanced degree	% with advanced degree	# with BA	% with BA	# with AA	% with AA	# with CDA ¹⁴⁰	% with CDA	# ¹⁴¹ with no BA, AA, or CDA	% with no BA, AA, or CDA
CT	284	62	22%	147	52%	70	25%	3	1%	2	1%
MA	712	54	8%	415	58%	199	28%	17	2%	27	4%
ME	183	9	5%	140	77%	32	17%	0	0%	2	1%
NH	90	2	2%	52	58%	36	40%	0	0%	0	0%
RI	150	9	6%	122	81%	19	13%	0	0%	0	0%
VT	93	12	13%	68	73%	7	8%	1	1%	5	5%
Total (#) Average (%)	1,512	148	10%	944	62%	363	24%	21	1%	36	2%

¹³⁹ PIR data, program year 2021. State Level Staff Qualification Data Export. PIR data is self-reported by Head Start and Early Head Start grantee and delegate agencies by August 31st annually. As this is self-reported data, there may be errors and percentages may not add up to 100%.

¹⁴⁰ Child Development Associate (CDA) credential or state-awarded certification, credential, or licensure that meets or exceeds CDA requirements

¹⁴¹ Consultant calculation. Not explicitly reported in PIR.

Figure 10: New England Head Start teacher qualifications¹⁴²

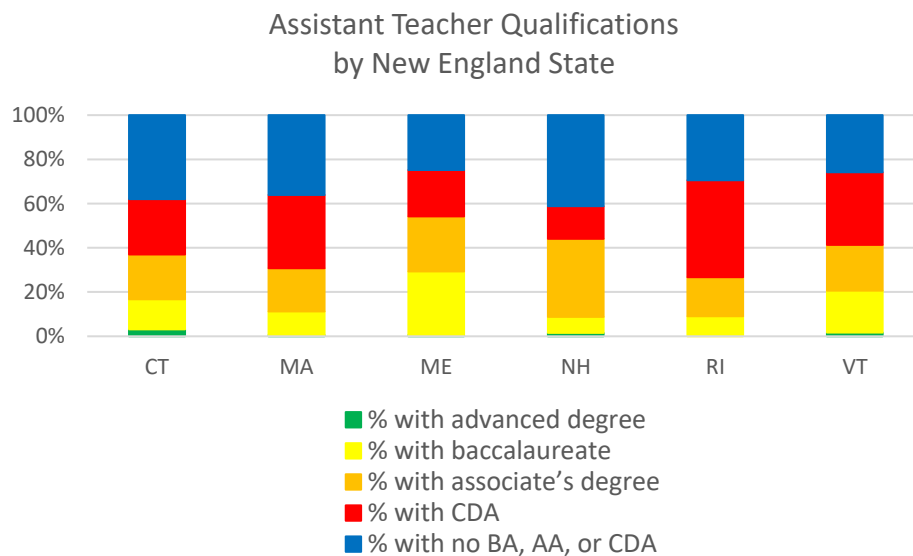
¹⁴² PIR data, program year 2021. State Level Staff Qualification Data Export.

B. NEW ENGLAND HEAD START ASSISTANT TEACHER QUALIFICATIONS

Table 51: New England Head Start assistant teacher qualifications, 2020-2021¹⁴³

State	# Preschool assistant teachers	# with advanced degree	% with advanced degree	# with BA	% with BA	# with AA	% with AA	# with CDA	% with CDA	# ¹⁴⁴ with no BA, AA, or CDA	% with no BA, AA, or CDA
CT	316	10	3%	43	14%	64	20%	79	25%	120	38%
MA	537	3	1%	57	11%	105	20%	178	33%	194	36%
ME	181	1	1%	52	29%	45	25%	38	21%	45	25%
NH	68	1	1%	5	7%	24	35%	10	15%	28	41%
RI	187	0	0%	17	9%	33	18%	82	44%	55	29%
VT	58	1	2%	11	19%	12	21%	19	33%	15	26%
Total	1,347	16	1%	185	14%	283	21%	406	30%	863	33%

Figure 11: New England Head Start assistant teacher qualifications, 2020-2021¹⁴⁵



¹⁴³ PIR data, program year 2021. State Level Staff Qualification Data Export. PIR data is self-reported by Head Start and Early Head Start grantee and delegate agencies by August 31st annually. As this is self-reported data, there may be errors and percentages may not add up to 100%.

¹⁴⁴ Consultant calculation. Not explicitly reported in PIR.

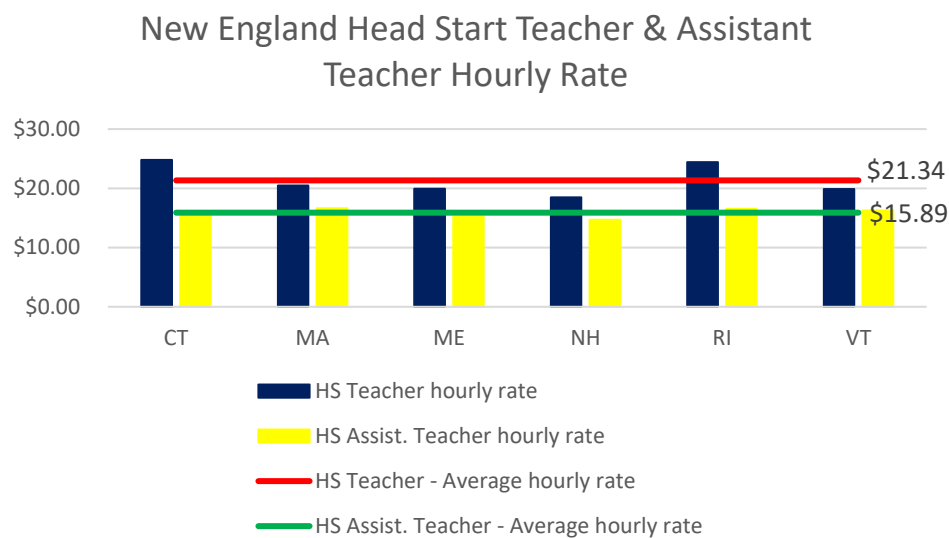
¹⁴⁵ PIR data, program year 2021. State Level Staff Qualification Data Export.

C. NEW ENGLAND HEAD START TEACHER AND ASSISTANT TEACHER AVERAGE SALARY

Table 52: New England Head Start teacher average annual salary and hourly rate¹⁴⁶

State	Head Start Classroom Teachers		Head Start Assistant Teachers	
	Average Annual Salary	Average Hourly Rate	Average Annual Salary	Average Hourly Rate
CT	\$40,650	\$24.81	\$25,219	\$15.93
MA	\$37,243	\$20.50	\$29,734	\$16.64
ME	\$33,376	\$19.95	\$24,542	\$15.25
NH	\$30,816	\$18.46	\$26,571	\$14.70
RI	\$40,735	\$24.43	\$26,878	\$16.55
VT	\$37,411	\$19.88	\$28,716	\$16.26
Regional average	\$36,705	\$21.34	\$26,943	\$15.89

Figure 12: New England Head Start teacher average annual salary and hourly rate¹⁴⁷



¹⁴⁶ PIR State Level Summary Export, 2021 (data as of January 19, 2022).

¹⁴⁷ PIR State Level Summary Export, 2021 (data as of January 19, 2022).

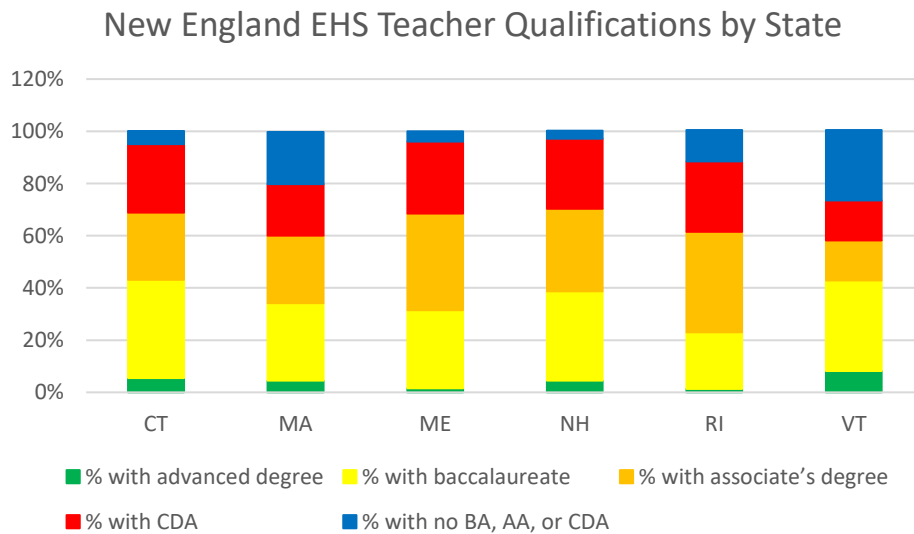
APPENDIX 2: NEW ENGLAND EARLY HEAD START (EHS) TEACHERS PIR DATA

A. NEW ENGLAND EHS TEACHER QUALIFICATIONS

Table 53: New England EHS teacher qualifications, 2020-2021¹⁴⁸

State	# infant/toddler teachers	# with advanced degree	% with advanced degree	# with BA	% with BA	# with AA	% with AA	# with CDA	% with CDA	# ¹⁴⁹ with no BA, AA, or CDA	% with no BA, AA, or CDA
CT	183	10	5%	69	38%	47	26%	48	26%	9	5%
MA	375	17	5%	111	30%	97	26%	74	20%	76	20%
ME	127	2	2%	38	30%	47	37%	35	28%	5	4%
NH	41	2	5%	14	34%	13	31%	11	27%	1	3%
RI	78	1	1%	17	22%	30	38%	21	27%	9	12%
VT	98	8	8%	34	35%	15	15%	15	15%	26	27%
Total (#) Average (%)	902	40	4%	283	31%	206	23%	204	23%	169	12%

Figure 13: New England EHS teacher qualifications, 2020-2021¹⁵⁰



¹⁴⁸ PIR data, program year 2021. State Level Staff Qualification Data Export.

¹⁴⁹ Consultant calculation. Not explicitly reported in PIR.

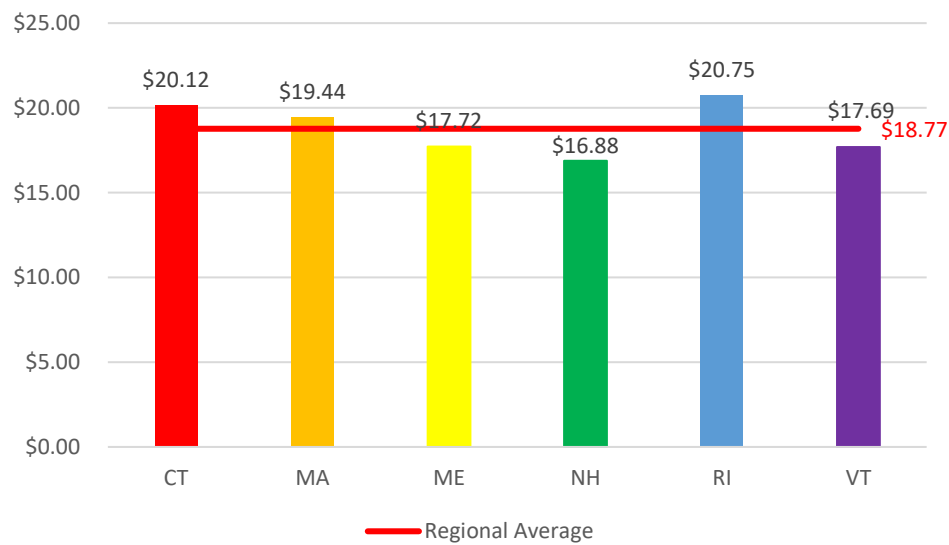
¹⁵⁰ PIR data, program year 2021. State Level Staff Qualification Data Export.

B. NEW ENGLAND EHS TEACHER AVERAGE SALARY

Table 54: Average EHS teacher annual salary and hourly rate, 2021¹⁵¹

	EHS Classroom Teachers	
	Average Annual Salary	Average Hourly Rate
CT	\$37,726	\$20.12
MA	\$37,477	\$19.44
ME	\$35,105	\$17.72
NH	\$35,213	\$16.88
RI	\$35,884	\$20.75
VT	\$27,710	\$17.69
Regional average	\$34,853	\$18.77

Figure 14: Average EHS teacher hourly rate, 2021¹⁵²



¹⁵¹ PIR State Level Summary Export, 2021 ((data as of January 19, 2022)).

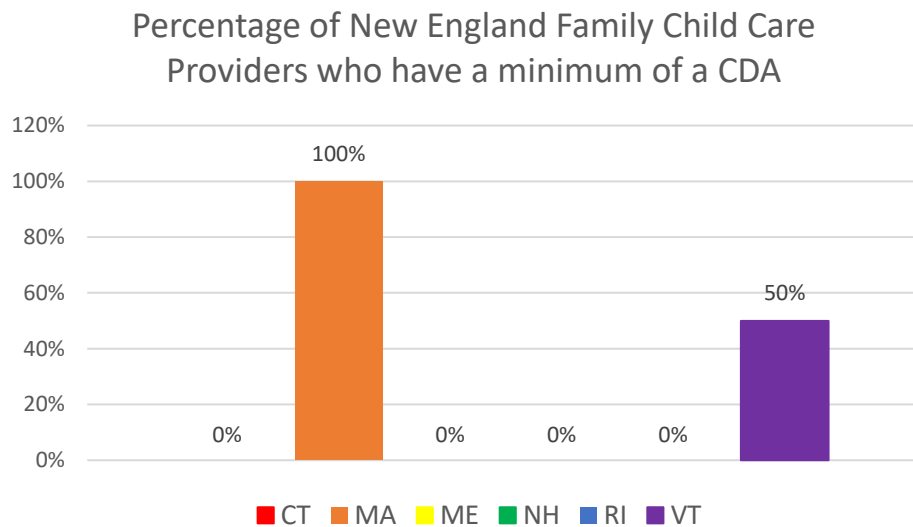
¹⁵² PIR State Level Summary Export, 2021 ((data as of January 19, 2022)).

APPENDIX 3: NEW ENGLAND FAMILY CHILD CARE (FCC) PROVIDER QUALIFICATIONS PIR DATA

Table 55: New England Head Start family child care provider qualifications, 2020-2021¹⁵³

State	# family child care providers	# with CDA, comparable credential, or equivalent coursework	% with CDA, comparable credential, or equivalent coursework
CT	0	0	0%
MA	5	5	100%
ME	0	0	0%
NH	0	0	0%
RI	0	0	0%
VT	8	4	50%
Total (#)	13	9	69%
Average (%)			

Figure 15: New England Head Start family child care provider qualifications, 2020-2021¹⁵⁴

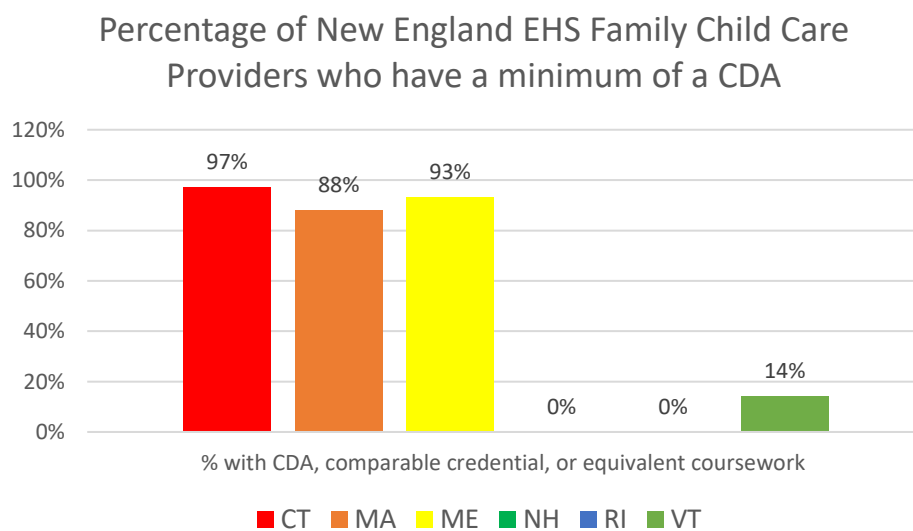


¹⁵³ PIR data, program year 2021. State Level Staff Qualification Data Export.

¹⁵⁴ PIR data, program year 2021. State Level Staff Qualification Data Export.

Table 56: New England EHS family child care provider qualifications, 2020-2021¹⁵⁵

State	# family child care providers	# with CDA, comparable credential, or equivalent coursework	% with CDA, comparable credential, or equivalent coursework
CT	31	30	97%
MA	48	42	88%
ME	14	13	93%
NH	0	0	0%
RI	0	0	0%
VT	7	1	14%
Total (#)	100	86	86%
Average (%)			

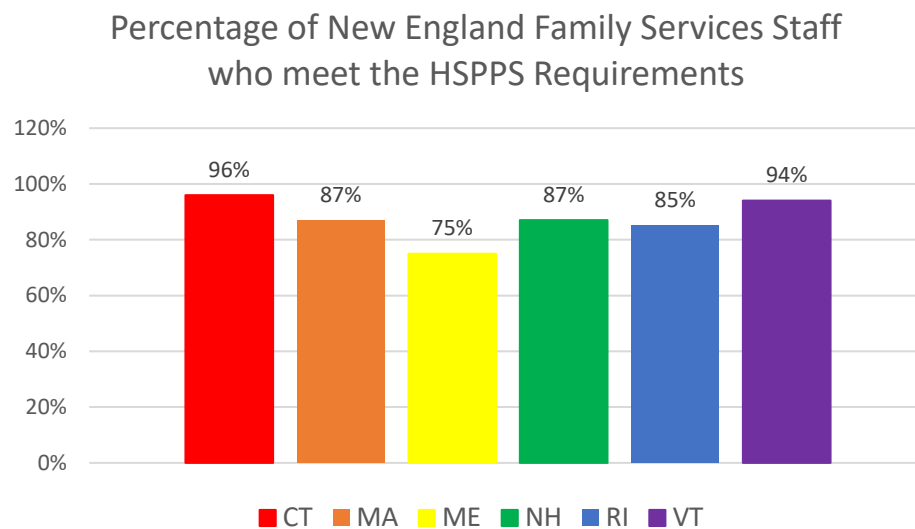
Figure 16: New England EHS family child care provider qualifications, 2020-2021¹⁵⁶¹⁵⁵ Ibid.¹⁵⁶ Ibid.

APPENDIX 4: NEW ENGLAND FAMILY SERVICES STAFF PIR DATA

Table 57: New England Head Start family services staff qualifications, 2020-2021¹⁵⁷

State	# family services staff	# family services staff with credential, certification, or degree	% family services staff with credential, certification, or degree
CT	113	108	96%
MA	290	251	87%
ME	98	73	75%
NH	39	34	87%
RI	52	44	85%
VT	33	31	94%
Total (#)			
Average (%)	625	541	87%

Figure 17: New England Head Start family services staff qualifications, 2020-2021¹⁵⁸

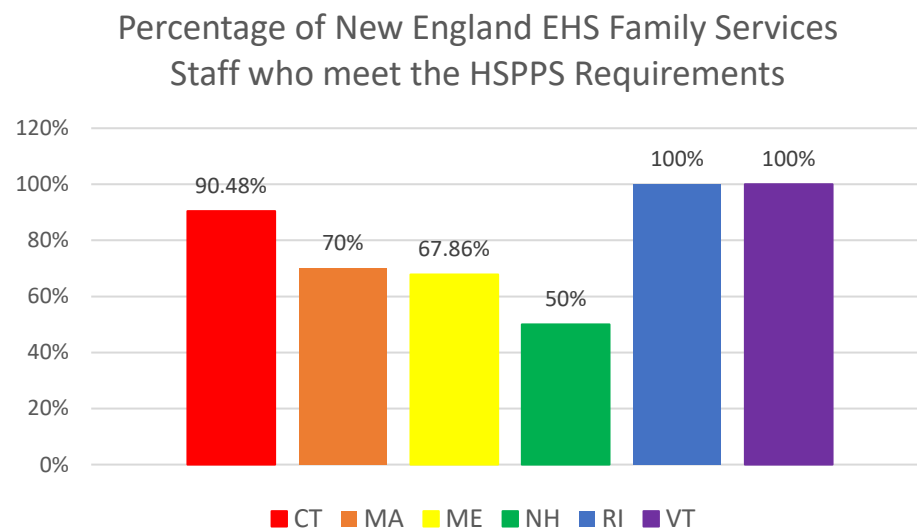


¹⁵⁷ PIR data, program year 2021. State Level Staff Qualification Data Export.

¹⁵⁸ PIR data, program year 2021. State Level Staff Qualification Data Export.

Table 58: New England EHS family services staff qualifications, 2020-2021¹⁵⁹

State	Total # family services staff	# family services staff with credential, certification, or degree	
	#	#	%
CT	21	19	90.48%
MA	30	21	70%
ME	28	19	67.86%
NH	2	1	50%
RI	18	18	100%
VT	10	10	100%
Total (#)	109	88	80.73%
Average (%)			

Figure 18: New England EHS family services staff qualifications, 2020-2021¹⁶⁰¹⁵⁹ Ibid.¹⁶⁰ Ibid.

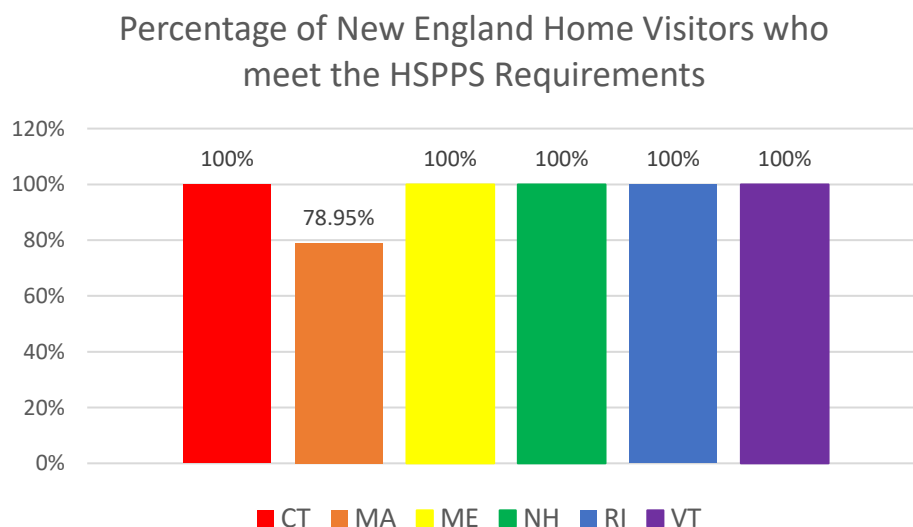
APPENDIX 5: NEW ENGLAND HOME VISITING STAFF PIR DATA

Within New England, the most recent PIR found that only Massachusetts reported employing Head Start home visitors who do not meet the requirements.

Table 59: *New England Head Start home visitor qualifications, 2020-2021*¹⁶¹

State	Total # home visitors	# with CDA, comparable credential, or equivalent coursework	% of home visitors who meet HSPPS requirements
CT	2	2	100%
MA	19	15	78.95%
ME	11	11	100%
NH	2	2	100%
RI	1	1	100%
VT	4	4	100%
Total (#)	39	35	89.74%
Average (%)			

Figure 19: *New England Head Start home visitor qualifications, 2020-2021*¹⁶²



¹⁶¹ *Ibid.*

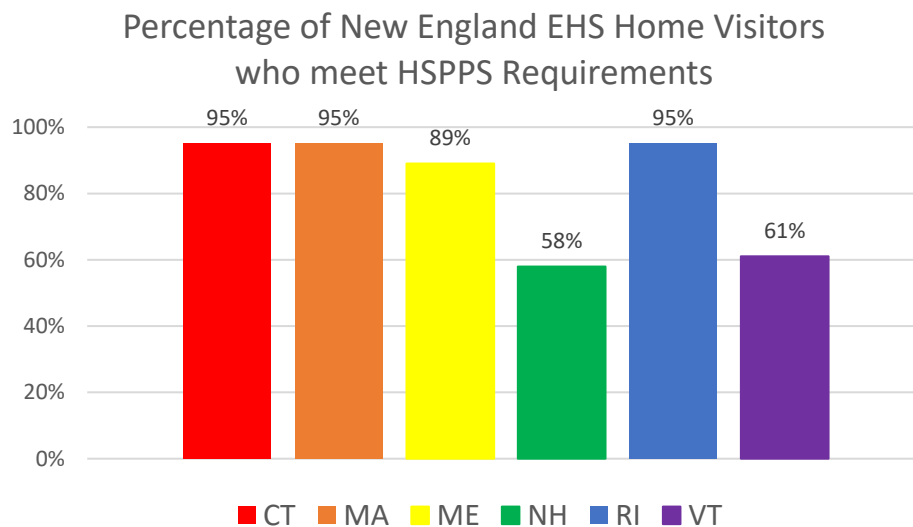
¹⁶² *Ibid.*

However, all New England states reported employing Early Head Start home visitors who do not meet the requirements.

Table 60: New England EHS home visitor qualifications, 2020-2021¹⁶³

State	Total # home visitors	# with CDA, comparable credential, or equivalent coursework	% of home visitors who meet HSPPS requirements
CT	41	39	95%
MA	63	60	95%
ME	35	31	89%
NH	24	14	58%
RI	37	35	95%
VT	26	16	61%
Total (#)	226	195	86%
Average (%)			

Figure 20: New England EHS home visitor qualifications, 2020-2021¹⁶⁴



¹⁶³ Ibid.

¹⁶⁴ Ibid.

APPENDIX 6: WAGE COMPARABILITY SURVEY | RI HEAD START PROGRAMS

Wage Comparability Survey | Rhode Island Head Start Programs

Survey purpose: This survey gathers information about compensation practices within the seven Rhode Island Head Start programs. This survey is funded through a grant from the Rhode Island Department of Human Services to the Rhode Island Head Start Association. A similar survey will be distributed to organizations outside of Rhode Island and to non-Head Start organizations for the purpose of comparing and contrasting compensation practices in Rhode Island. The resulting report will be the property of the State of Rhode Island and the Rhode Island Head Start Association to be shared publicly.

Directions for how to complete this wage survey are included throughout the document. We anticipate that this survey will take 45-90 minutes to complete depending on the complexity of your organization and program. This survey is broken up into three sections:

- Section 1: Organizational Information
- Section 2: Organizational Fringe Benefit Details
- Section 3: Staff Position Details
 - Section 3A: Teaching Staff
 - Section 3B: Family Services and Home-Based Services Staff
 - Section 3C: Auxiliary Staff
 - Section 3D: Content Area Staff
 - Section 3E: Administration

Questions about this survey should be directed to Kristen Hayes (kristen@khayesconsulting.com or 415-408-8279).

The completed survey should be submitted electronically to Kristen Hayes by Friday, December 10, 2021.

Section 1: Organizational Information

Directions: The table below asks for basic operational information about your organization and the Head Start/Early Head Start program. The information you provide will be used to create organizational profiles that will appear in the final wage comparability report. The information you are providing will be publicly accessible via the report.

Organizational Information	
Question	Answer
1. Organization Name	
2. Organization Type	<input type="checkbox"/> For-profit <input type="checkbox"/> Governmental entity <input type="checkbox"/> Health care provider <input type="checkbox"/> Institution of higher education <input type="checkbox"/> School/school district <input type="checkbox"/> Non-profit, including community action agencies <input type="checkbox"/> Other: _____
3. Program Type(s)	<input type="checkbox"/> After care/after school care <input type="checkbox"/> Early Head Start <input type="checkbox"/> Early Head Start Child Care Partnerships <input type="checkbox"/> Head Start <input type="checkbox"/> State-funded preschool <input type="checkbox"/> Private pay preschool
4. Head Start/EHS funded enrollment (2021-2022)	HS: EHS: EHS-CCP:
5. Organization annual budget	\$
6. Head Start/EHS annual budget (please include all grants and both operational/base and training and technical assistance funds)	\$
7. Number of employees in the organization	
8. Number of full time equivalents (FTEs) in the organization	
9. Number of employees in the Head Start/EHS program	
10. Number of FTEs in the Head Start/EHS program	
11. As of 12/1/2021, how many positions are vacant in your Head Start/EHS program?	

Organizational Information	
Question	Answer
12. As of 12/1/2021, what positions are vacant in your Head Start/EHS program?	List positions here:
13. <i>For center-based programs only:</i> As of 12/1/2021, does your Head Start/Early Head Start program have classrooms closed due to lack of staff? If yes, please indicate how many classrooms and classroom type (HS, EHS).	
14. In your organization, how many hours a week must an employee work to be considered "full-time?" (e.g. 40 hours, 37.5 hours, etc.)	
15. What is your organizational fringe rate? <i>(Note: This is the rate that you apply when submitting a grant proposal to the Office of Head Start. It represents the cost of the employees' fringe benefits divided by the wages. Fringe benefit rates can vary widely from approximately 20% - 45%, depending on the benefits provided and organizational type).</i>	X%
16. Does your organization provide merit increases? If yes, what are the criteria for a merit increase?	
17. Does your organization provide bonuses to staff? If yes, how are bonuses determined?	
18. Does your organization provide differential pay to employees who are bi-lingual/bi-literate? If yes, is the pay differential awarded only for certain positions?	
19. Who completed this survey?	Name: Title: Email: Phone:
20. To whom should follow-up questions about this survey be directed?	Name: Title: Email: Phone:

Section 2: Organizational Fringe Benefits Details

Directions: The table below asks for information about the fringe benefits available to employees in your organization.

- **Column A** lists a variety of typical fringe benefits; "other" is also included at the end of the list to be used as needed.
- **Column B** asks whether the benefit is available in your organization. Please respond with "Yes" or "No."
- **Column C** asks to whom the benefit is available. For example, a benefit may be offered to all employees, to just full-time employees, to just executives, or to a specific classification of employees (for example, tuition reimbursement may only be available to teachers).
- **Column D** asks for a description of the fringe benefit. For example, you may respond with "DCFSA is available up to \$5,000" or that "health insurance is available for the employee and their dependents." The more information provided, the better the analysis will be!

Fringe Benefit Details			
A	B	C	D
Fringe benefit type	Is this fringe benefit available? (Y/N)	To whom is this benefit available?	Description of fringe benefit
Annual/vacation leave			<i>Please indicate the # of days</i>
Dependent care flexible spending account (DCFSA)			
Dental insurance			<i>Please indicate if insurance is available for the employee and their family/dependents</i>
Disability			
FICA/Medicaid			
Medical Flexible Spending Account (FSA)			
Health insurance			<i>Please indicate if insurance is available for the employee and their family/dependents</i>
Life insurance			
Paid Holidays			<i>Please indicate the # of paid holidays</i>
Retirement			
Sick leave			<i>Please indicate the # of days</i>
Tuition reimbursement			
Unemployment			
Vision insurance			<i>Please indicate if insurance is available for the employee and their family/dependents</i>

Workers' Compensation			
Other (please describe: _____)			

Section 3: Staff Position Details

Directions: This section seeks to gather information about the qualifications, compensation and fringe benefits by position. Section 3 is organized by position functions (for example, "teaching staff"). Because different organizations use different titles for positions, a description of the general job functions, sample titles, and any Head Start-specific requirements are provided to assist you with identifying which position in your organization is the best "fit." Instructions for specific Columns within the tables below follow.

- **Column A**
 - If you have a position that services two different areas (for example, an Education and Mental Health Manager, or a Cook/Custodian) please enter the position **ONLY ONCE** in this survey, in the functional area that best represents the majority of their time. For example, if the Education and Mental Health Manager spends most of their time in the management of curriculum, assessment and coaching, but also oversees the mental health contractor, they should be entered in Education and not Health Services.
 - If you have multiple positions that fall within the description, please list each position separately in Column A. For example, if you have a Health Manager, a Health Coordinator, a Nurse and a Mental Health Specialist, these positions should be listed separately within the Health Services Section Column A.
 - If your organization does not have a position that "fits," please enter "N/A" (not applicable) in Column A.
 - If the position is a contractor (not an employee), please indicate this in Column A (e.g. "Contract Nutritionist").
- **Column C:** Please use universally understood acronyms (e.g. AA for Associate's degree, BA for bachelor's degree, MA for master's degree).
- **Columns E, F and G:** Wage information is being requested on an hourly basis (Columns E and F) and annual basis (Column G), to allow for more direct comparison across Head Start and non-Head Start organizations.
- **Column I:** Earlier in this survey you provided the organizational fringe rate (see Section 1, Question 13). Column I asks for the percentage-based fringe benefits for the position. If your organization does not have fringe rates by position and instead you use an organizational fringe rate as stated in Section 1, Question 13, leave Column I blank.

Position function: Head Start Teacher
General job functions include: Manages the classroom, including implementation of curriculum, assessment, individualization, supervision of classrooms and playgrounds, etc. This position may or may not supervise other classroom staff. Position titles include Teacher, Head Teacher, Lead Teacher, Teacher I, etc. The Head Start Program Performance Standards require that this position hold a minimum of an AA in Early Childhood Education or related field.

Position function: Head Start Assistant Teacher (2nd person in the preschool classroom)
General job functions include: Supports the classroom operations, including implementation of curriculum, assessment and individualization, supervision of classrooms and playgrounds, etc. Position titles include Assistant Teacher, Associate Teacher, Teacher II, etc. The Head Start Program Performance Standards require that this position hold a CDA or state-certificate, or are enrolled in a program leading to an AA, BA, or CDA.

Position function: Early Head Start Teacher

General job functions include: Manages the classroom, including implementation of curriculum, assessment, individualization, supervision of classrooms and playgrounds, etc. This position may or may not supervise other classroom staff. The Head Start Program Performance Standards require that this position hold a minimum of a CDA in early childhood education and have been trained or have equivalent coursework in early childhood development with a focus on infant and toddler development.

Position function: Teacher Aide (3rd person in either a preschool or infant/toddler classroom)
General job functions include: Supports the classroom operations, including implementation of curriculum, assessment and individualization, supervision of classrooms and playgrounds, etc. This individual may provide support for breaks and meals. Position titles include Classroom Aide, Floater Teacher, Trainee, etc. This position is not required by the Head Start Program Performance Standards and there is no required minimum degree or certification.

[illegible]

[illegible]

[illegible]

General job functions include: Partner with families to set and meet goals; supporting families through transitions; supports families with acquiring the health, economic, and social supports needed for families to be their child's first teacher. Supports families with implementing curriculum in the home via weekly, 90-minute home visits and twice a month socializations. Supports a caseload of up to 12 families. The position title may be Home-Based Educator, Home-Based Teacher, Home Visitor, Home-Based Visitor, etc. The Head Start Program Performance Standards require that this position hold a home-based CDA or comparable credential, or equivalent coursework as part of an AA or BA program.

[illegible]

General job functions include: Supports program leadership and management with administrative tasks that are human resources, programmatic and/or fiscal in nature. May also support program operations by serving as a receptionist/greeter at a site.

[illegible]

General job functions include: Transports children, oversees vehicle safety while children are in transit, maintains transportation records, etc. If the driver is a contractor to your organization, please provide as many details as possible. We recognize that as a contractor, they are not an employee.

[illegible]

General job functions include: Prepares meals and snacks, complies with Federal and State food safety standards, maintains records, etc. If the food services staff is a contractor to your organization, please provide as many details as possible. We recognize that as a contractor, they are not an employee.

[illegible]

General job functions include: Cleans buildings and classrooms, grounds-keeping, general building security as needed. If the Custodian is a contractor to your organization, please provide as many details as possible. We recognize that as a contractor, they are not an employee.

[illegible]

General job functions include: Maintains and repairs buildings, materials and equipment. If the maintenance worker is a contractor to your organization, please provide as many details as possible. We recognize that as a contractor, they are not an employee.

[illegible]

Position area: Comprehensive Education Services

Please include all positions that support education services management. Position titles may include Manager, Coordinator, Specialist, Family Child Care Specialist, Mentor, Coach, etc. Contractors and consultants may also support education services, for example a Contractor Coach. If the education services team member is a contractor to your organization, please provide as many details as possible. We recognize that as a contractor, they are not an employee.

[illegible]

General functions include: Oversight, coordination of **family services**. May have responsibility for writing policies, procedures, plans, protocols and forms that are used to support family services. May have responsibility for data collection, data entry, data analysis, and follow-up with staff and families. Please include all positions that support family services management. Position titles may include Family Services Manager, Coordinator, Specialist, Social Worker, Home-Based Coordinator, etc.

[illegible]

General functions include: Oversight, coordination of **health, mental health, nutrition, oral health, behavioral health services**. May have responsibility for writing policies, procedures, plans, protocols and forms that are used to support health services delivery. May have responsibility for data collection, data entry, data analysis, and follow-up with staff and families.

[illegible]

General job functions include: Oversees all aspects of the Head Start/EHS program. Point of contact for the Regional Office. The position title may be Head Start Director, Early Childhood Program Director, Deputy CEO, CEO (for example, in a stand-alone organization), etc. The Head Start Program performance Standards require that this position hold a minimum of a BA.

General job functions include: Supports the oversight of the Head Start/EHS program as designed by the Program Director. The position title may be Assistant Director, Deputy Director, etc.

[illegible]

General job functions include: Oversight of site-based operations. The position title may be Site Supervisor, Center Manager, Center Supervisor, Early Childhood Supervisor, etc. If you have both site managers and assistant site managers, include both positions in the table below.

[illegible]

General job functions include: Serves as a quality assurance support to the program. The position title may be Program Analyst, Program Specialist, Monitoring Lead, Quality Assurance Specialist, Data Manager, etc.

[illegible]

General job functions include: Serves as a human resources support to the program in areas such as hiring, termination, recruitment of staff, etc. Position titles may include Human Resources Director, Human Resources Manager, etc. Please note that we are seeking information only about the position that oversees the human resources operations for the program; we are not seeking information about individual positions within the human resources department (such as a Benefits Specialist).

[illegible]

General job functions include: Serves as a fiscal support to the program in areas such as budget, grant planning, financial reporting, etc. Titles may include Fiscal Director, Fiscal Manager, Grants Manager, etc. Please note that we are seeking information only about the position that oversees the financial operations of the program; we are not seeking information about individual positions within the fiscal department (such as Accounts Payable, Accounts Receivable, Procurement Specialist, etc.).

[illegible]